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This study involved all distributive education state supervisory and teacher education personnel in the United States, 48 distributive education teacher coordinators, and 400 distributive workers at the entry, supervisory, and management level. This document, Volume II, includes the critical tasks, competencies needed to perform the tasks, and a cross tabulation of competencies needed by workers in selected categories or department and variety stores. Volume III (VT 005 975) and Volume IV (VT 005 976) include the same information for food stores, service stations, wholesaling, hotel-motel, and restaurants. Volume I (VT 005 973) includes a philosophy of distributive education, the critical tasks of the high school distributive education teacher coordinator, the professional competencies needed to perform the critical tasks, the technical competencies needed to develop identified compentencies of selected distributive workers, and a cross tabulation of competencies needed by selected distributive workers. Volume V (VT 009 085) includes final reports of Phases II and III of the study. (MM)

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A COMPETENCY PATTERN APPROACH to CURRICULUM CONSTRUCTION in DISTRIBUTIVE TEACHER EDUCATION

Final Report of Research Project

Supported
By

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PREFACE

The report of the research project, "A Competency Pattern Approach to Curriculum Construction in Distributive Teacher Education," is presented in four volumes.

Volume I includes a Philosophy of Distributive Education, the Critical Tasks of the High School Distributive Education Teacher-Coordinator, the Professional Competencies Needed to Perform the Critical Tasks, the Technical Competencies Needed to Develop Identified Competencies of Selected Distributive Workers and a Cross-Tabulation of Competencies Needed by Selected Distributive Workers. This volume also includes a selected bibliography, samples of inquiry forms, additional statistical ayalyses and profiles of participants in the study.

Volumes II, III and IV include the Critical Tasks of Selected Distributive Workers, Competencies Needed to Perform the Tasks, and a Cross-Tabulation of Competencies Needed by Workers in Selected Categories of Business. Special recognition is due to O. Rebecca Hawkins, Assistant Project Director, for the painstaking work she did in developing the materials for these volumes. The volumes are organized as follows:

Volume II : Department Stores
Variety Stores
Volume III: Food Stores
Service Stations
Wholesaling
Volume IV : Hotels/Motels
Restaurants

Research workers who are concerned with curriculum research regarding teacher education will find Volume I to be of particular interest.

Curriculum workers concerned with high school, post secondary and adult distributive education curriculums will find the data in Volumes II, III and IV to be helpful. For a complete report of the methods used in obtaining the data included in these volumes and for concepts and generalizations concerning marketing and economics, the reader should refer to Chapter V, Volume I.

DEPARTMENT STORES

CRITICAL TASKS IN SELECTED JOBS

COMPETENCIES REQUIRED TO PERFORM THE TASKS

COMMON CORE OF COMPETENCIES

SECTION I
CHAPTER VII
CRITICAL TASKS AND COMPETENCIES DEPARTMENT STORE CATEGORY

Purpose: The specific purpose of this part of Step IV of the research study was to determine the critical tasks required of selected distributive workers in the department store category and to determine the competencies needed to perform these tasks.

DESIGN OF THE STUDY[16]

As explained in Chapter V, Volume I, the critical tasks performed by workers in selected jobs in the department store category were identified through structured interviews with the employee whose job was being studied and with the supervisor of the employee in this job. The interviews were conducted in Richmond, Roanoke and Wytheville, Virginia.[17] In most cases there were six interviews regarding each job - two in each of the three cities. A Department Store Advisory Committee assisted in identifying entry jobs and jobs in two steps of a possible career continuum. The Two-Step Career Continuum which guided the selection of interviewees in the department store category is on page 339. The Advisory Committee also reviewed the items in the pre-coded Interview Guide, a copy of which is in Appendix B, Volume I.

A tentative list of competencies needed to perform the identified critical tasks was drawn from the literature and from personal experience of the investigators. This list was evaluated by paired distributive specialists - one member from the Department Store Advisory Committee and one distributive education teacher educator with specialization in the department store field. These distributive specialists reviewed the list that was submitted by mail and then met with the investigators for a discussion of the competencies and of the jobs requiring the competency. The competencies and job numbers were then revised according to the advice of the distributive specialists.

ANALYSIS AND INTERPRETATION OF THE FINDINGS

Critical Tasks: The data concerning the 18 department store jobs included in this part of the study are organized in this way: Specific job duties and related job duties (tasks related to display, stock, advertising and customer contacts) are provided for each of the 18 jobs in Tables 101 - 136. The responses of the supervisors and employees in Richmond, Roanoke and Wytheville regarding each of these jobs are given. In instances where the majority of the respondents in the three cities indicated this task was never performed, the task was deleted. Tasks that were added to the list of tasks on the pre-coded Interview Guide are listed below each table. These additional tasks were not submitted to other respondents, but were discussed with the distributive specialists and considered in the development of competencies. Data concerning in-store contacts, out-of-store contacts, supervisory responsibilities and equipment and material are provided in Tables 137 - 140. The reader should refer to the Two-Step Career Continuum, page 339, for job titles to which the job numbers in the tables correspond. Competency clues regarding merchandise knowledge and store policies and procedures are given on page . Workers who indicated the need for these competencies are identified by job numbers under each competency.

Competencies: Competencies needed to perform the critical tasks are organized into nine areas: advertising, communications, display, human relations, mathematics, merchandising, operations and management, product and/or service technology and selling. Knowledges and understandings, skills and attitudes are presented under each of the nine areas. Job numbers of workers who need the competency are given below each competency. Professional salespersons at all three levels in the career continuum are coded in the competency part of the report as job number 1X, but reported separately in the report of specific and related job duties.

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[16] Please see Chapter V, Volume I, for a complete explanation of the procedures used in Step IV of the study.

[17] Interviews were also conducted in stores in other small towns in the vicinity of Wytheville, but are reported as Wytheville interviews.

In addition to the above competencies it is assumed that in order to enter and advance in a distributive occupation all workers need an understanding of basic concepts concerning marketing and economics. Some basic concepts and generalizations concerning marketing and economics are included in Chapter V, Volume I.

Core of Competencies: Tables 141 - 149 give a cross-tabulation of competencies needed by workers in the 18 department store jobs included in the study. The clusters of competencies show a common core of competencies needed by a number of workers. The reader should refer to the lists of competencies, pages 407 - 474, to identify the competency to which a competency number corresponds. For example, knowledge (Communications Area) competency # 6 found on page , reads "Knowledge of how to interview tactfully charge account applicants, obtaining all necessary data." This competency is considered necessary for job numbers 6, credit interviewer; 7, assistant credit manager; 8, credit manager, as shown in the Two-Step Career Continuum, page 339. The reader will note that there are some missing competency numbers in the list of competencies. This is due to the fact that competencies required of all 70 jobs included in the study are numbered consistently throughout the study. If a certain competency is not needed by workers in the department store field, that competency is omitted in the department store competency list, but will appear in other lists. This numbering scheme was used to facilitate cross-tabulation of competencies in the seven categories of business, as presented in Tables 30 - 38, Volume I.

TWO-STEP CAREER CONTINUUM
DEPARTMENT STORES

	Entry		First Step		Second Step
1	Salesperson	2	Asst. Buyer	3	Buyer
4	Stockperson	7	Asst. Credit Manager Credit Authorizer	5	Dept. Mgr./Sales Supervisor
6	Credit Interviewer/ Cashier Receptionist Credit-Application Cashier Cashier	10	Display Asst. Display Supervisor	8	Credit Manager Credit Dept. Manager
9	Display Helper Sign Printer	13	Asst. Manager, Receiving Dept. Checker	11	Display Manager
12	Receiving Clerk Marker			14	Receiving Manager Supervisor
1X	Sales	1X	Sales	1X	Professional Sales
				42	Advertising Manager

TABLE 101

JOB TITLE: SALESPERSON
JOB NUMBER: 1
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Keeps stock neatly arranged
1	1	1	1	1	1	2. Keeps counters and display fixtures clean and attractive
1	1	1	1	1	1	3. Helps with attractively displaying merchandise in the department
1	1	1	1	1	1	4. Explains merchandise benefits and its qualities to customers
1	1	2	1	1	1	5. Explains care of merchandise and demonstrates uses of merchandise
1	1	1	1	2	1	6. Directs customers to other areas and services in the store
1	1	1	1	1	1	7. Deals with customers on an individual basis, analyzing their needs and desires, showing and demonstrating merchandise to fulfill their needs, and properly guiding them into the purchasing of the merchandise
1	1	1	1	1	1	8. Writes saleschecks quickly and accurately
1	1	1	2	1	1	9. Wraps packages
1	1	3	3	3	1	10. Replenishes floor stock from a reserve stock
1	1	1	1	1	1	11. Rings sales on cash register
1	1	1	1	2	2	12. Handles "closing out" procedures at day's end - ring off and clear register, total day's receipts, and turn in money to cashier
1	1	1	1	1	1	13. Calls credit authorization to approve customer charges
1	1	1	1	2	1	14. Suggests related items or accessories
1	1	1	1	1	1	15. Calls attention to new merchandise
1	1	1	1	3	3	16. Calls attention to sale merchandise
1	1	1	1	2	1	17. Trades up during a sale by emphasizing qualities of higher priced merchandise
1	1	1	1	1	2	18. Advises customer as to current fashions and styles
1	1	1	1	1	1	19. Assists customer in trying on and fitting garments
3	1	1	1	3	3	20. Calls fitter or makes appointment for fitting if alterations are needed
1	2	1	1	2	1	21. Sells by telephone
1	1	1	1	3	3	22. Gives customer cash refund or charge credit on returns of merchandise
2	2	2	2	2	2	23. Takes inventory of stock annually or biannually
2	2	1	1	2	1	24. Takes stock counts as directed by supervisor
2	1	1	1	3	1	25. Informs buyer or supervisor of stocks that are low
2	1	1	1	2	1	26. Informs buyer of customer wants
2	2	1	2	2	1	27. Trains new salespeople on the job

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 101 (continued)

JOB TITLE: SALESPERSON
JOB NUMBER: 1
SPECIFIC JOB DUTIES

TASKS ADDED BY INTERVIEWEES:

1. Does comparison shopping.
2. Maintains a customer card file.
3. Calls customers when new merchandise has arrived.
4. Helps rearrange the departments.

TABLE 102

RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	2	1	2	3	1. Set up department displays of merchandise determined by buyer
2	2	2	3	2	2	2. Set up department displays of sales items
1	1	1	1	1	1	3. Set up merchandise on shelves or floor attractively and neatly
2	3	2	2	3	3	4. Return display merchandise to stock
2	2	2	1	3	3	5. Coordinate displays of advertised and featured merchandise

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 102 (continued)

JOB TITLE: SALESPERSON
JOB NUMBER: 1
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	2	1	1. Supply customers information on advertised items
1	1	1	1	3	1	2. Display advertised merchandise in the department
2	1	1	1	2	3	3. Coordinate displays with ads
1	1	1	1	2	2	4. Promote advertised merchandise
1	1	1	1	3	2	5. Fill telephone or mail orders in response to ads
3	1	1	1	2	1	6. Read your own and competitor's newspaper ads
2	2	1	2	2	2	7. Shop competitor's advertised merchandise for price, quality, comparison, etc.

TASKS ADDED BY INTERVIEWEES:

1. Check advertising copy in buyer's absence.

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 102 (continued)

JOB TITLE: SALESPERSON
JOB NUMBER: 1
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Clean, dust, cover stock
1	1	1	1	3	1	2. Check department for depleted stock
2	2	3	3	3	1	3. Check stockroom for depleted stock
1	1	3	3	3	1	4. Fill in floor fixtures or bins
1	1	1	1	3	2	5. Rearrange stock in department
2	2	3	1	1	2	6. Take stock counts
2	2	3	2	3	2	7. Take physical stock inventory
2	1	1	1	3	1	8. Check on and inspect stock for damages or shortages
3	3	2	2	1	1	9. Ticket or mark stock

TASKS ADDED BY INTERVIEWEES:

1. Add racks of fixtures to the department as needed.
2. Place size markers on racks.

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 102 (continued)

JOB TITLE: SALESPERSON
JOB NUMBER: 1
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Give customers directions
1	1	1	1	3	1	2. Make customer exchanges
1	1	1	1	3	3	3. Give customer cash refunds or charge credits
1	1	3	2	3	3	4. Adjust customer's complaints and grievances
2	2	1	2	3	3	5. Gift-wrap customers' packages
2	1	2	2	3	3	6. Give demonstrations
2	2	1	1	1	1	7. Supply customer with information by telephone
1	1	1	1	1	2	8. Advise customer on current fashions

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 103

JOB TITLE: ASSISTANT BUYER
JOB NUMBER: 2
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	2	1	1	1	1. Reorders basic stocks
1	2	2	1	1	2	2. Helps buyer in selections of merchandise
3	3	2	1	2	2	3. Talks to manufacturer representatives and reviews their merchandise lines
1	1	1	1	1	1	4. Supervises department sales force
1	1	1	1	3	3	5. Trains new personnel in department
2	1	1	1	3	3	6. Arranges schedules and break times for sales force
1	1	1	1	2	1	7. Gives sales force product information, department advertising information, and new policy and procedure information
2	1	1	1	2	2	8. Supervises department merchandise displays
3	2	2	1	3	3	9. Writes initial advertising copy information
2	2	3	1	3	3	10. Decides when to mark down merchandise
2	2	2	1	2	3	11. Supervises merchandise mark-downs
1	1	1	1	2	2	12. Returns damaged goods to manufacturers
1	1	1	1	1	1	13. Helps salesperson with any difficult sales where additional merchandise information is required
1	1	1	1	1	1	14. Helps sales force at peak periods
2	1	1	1	2	2	15. Supervises the merchandise fixture arrangements on the sales floor
3	2	1	1	3	3	16. Works closely with branch or suburban department managers, providing them necessary information and coordinating their efforts
2	2	1	1	1	1	17. Keeps check of fast and slow moving items, recommending to buyer their reorder, marking-down or transfer from one store to another
1	1	1	1	1	1	18. Keeps check on the movement of department's merchandise from point of receiving to getting it on the selling floor
1	1	1	1	2	2	19. Acts for the buyer in his absence
3	3	1	1	1	1	20. Writes purchase orders
2	2	3	2	3	1	21. Writes merchandise order cancellations
3	3	1	1	3	1	22. Matches receiving papers with buyer's orders
3	3	1	1	2	2	23. Places special orders and follows through on their delivery
2	2	1	1	2	2	24. Supervises periodic inventories of stock on selling floor and in stockroom.
1	2	3	2	2	1	25. Compiles necessary department reports
2	2	2	2	2	2	26. Shops competitive departments in the city and reports to buyer
3	1	3	3	2	1	27. Supervises work of department stock people
2	1	3	3	2	3	28. Trains new stock people
3	1	1	1	2	2	29. Retickets merchandise

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 104

JOB TITLE: ASSISTANT BUYER
JOB NUMBER: 2
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	2	2	2	2	1. Gather products or merchandise from department for display man
3	3	2	2	2	3	2. Set up department displays of merchandise determined by buyer
3	2	3	2	2	2	3. Set up department displays of sales items
3	1	3	1	2	2	4. Set up merchandise on shelves or floor attractively and neatly
3	2	3	2	2	2	5. Return display merchandise to stock
2	3	2	2	2	2	6. Coordinate displays of advertised and featured merchandise
3	3	3	2	2	2	7. Color coordinate department displays with floor-wide or store-wide themes

TASKS ADDED BY INTERVIEWEES:

1. Requisition point-of-sale signs for the department.

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 104 (continued)

JOB TITLE: ASSISTANT BUYER
JOB NUMBER: 2
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	1	1	2	2	2	1. Supply customers information on advertised items
2	3	1	1	2	2	2. Display advertised merchandise in the department
2	1	1	1	3	2	3. Inform salespeople involved about advertised merchandise
2	1	2	2	3	3	4. Post copy of ad for salespeople's information
2	3	1	1	2	2	5. Coordinate displays with ads
2	1	3	2	3	3	6. Keep result files on department ads
2	1	1	1	2	2	7. Promote advertised merchandise
2	1	1	1	2	2	8. Fill telephone or mail orders in response to ads
2	1	2	2	2	3	9. Order merchandise to back up ads
2	1	1	1	2	2	10. Read your own and competitor's newspaper ads
2	2	2	2	2	3	11. Shop competitor's advertised merchandise for price, quality, comparison, etc.

TASKS ADDED BY INTERVIEWEES

1. Write initial ad copy
2. Make sure advertised merchandise is in the department before the ad breaks
3. Check ads for corrections before printed
4. Help pull mats for ads

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 104 (continued)

JOB TITLE: ASSISTANT BUYER
JOB NUMBER: 2
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	3	3	2	3	2	1. Repair stock
2	1	1	1	1	1	2. Clean, dust, cover stock
2	1	1	1	1	2	3. Reticket stock
1	1	1	1	1	1	4. Check department for depleted stock
1	1	1	1	3	2	5. Check stockroom for depleted stock
1	1	1	1	2	1	6. Fill in floor fixtures or bins
1	2	1	1	3	2	7. Fill in stockroom
2	1	1	1	1	2	8. Rearrange stock in department
2	1	1	1	3	2	9. Keep stock in stockroom organized and accessible
2	2	1	1	3	3	10. Send stock to branch stores
2	1	1	1	2	1	11. Take stock counts
2	1	2	2	2	1	12. Initiate stock counts
2	1	2	1	2	1	13. Reorder from stock counts
2	1	3	1	2	3	14. Correct stock control books from stock counts
2	2	1	1	2	2	15. Take physical stock inventory
2	1	2	1	1	1	16. Reorder basic stocks
2	2	1	1	2	1	17. Mark-up (and record) stock
2	2	1	1	2	2	18. Mark-down (and record) stock
2	2	1	1	3	3	19. Initiate stock transfers from one store or department
2	2	1	1	2	2	20. Check on and inspect stock for damages or shortages
2	1	1	3	1	1	21. Ticket or mark stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 104 (continued)

JOB TITLE: ASSISTANT BUYER
JOB NUMBER: 2
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	1	1	2	1	1	1. Give customers directions
1	1	1	1	1	1	2. Make exchanges of merchandise for customers
1	1	1	1	1	2	3. Give customer cash refunds or charge credits
1	1	2	1	1	2	4. Adjust customer's complaints and grievances
2	1	1	1	2	2	5. Supply customer with information by telephone
2	1	1	1	1	2	6. Advise customer on current fashions

* "S" indicates the supervisor of the employee whose job was selected for stucy; "E" indicates the employee in the job selected for study.

TABLE 105

JOB TITLE: BUYER
JOB NUMBER: 3
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	2	1. Keeping the dollar open-to-buy in mind, purchases merchandise that has customer appeal and is timely in the store and locality
1	1	1	1	1	2	2. Decides on selling price of merchandise
1	1	1	1	1	1	3. Supervises stock control
1	1	3	1	2	2	4. Analyzes merchandise information before buying
1	1	1	1	2	2	5. Studies past sales records to determine what lines, general styles, and prices sold best during preceding seasons
1	1	1	1	2	2	6. Consults personal notes and "want slips" regarding interests and preferences of customers for merchandise
1	1	1	1	1	2	7. Determines amount of merchandise on hand and estimates quantity which may be purchased without reducing desired rate of stock turnover (Keeps unit open-to-buy records)
1	1	1	1	1	3	8. Avoids too many varieties in kind and too many articles of the same price - creates good selection but maintains depth of stock
1	1	1	2	1	2	9. Purchases merchandise through salesmen or manufacturer representatives in the store
1	1	3	2	2	3	10. Negotiates with vendor for favorable terms and discounts on goods purchased
1	1	1	1	2	2	11. Considers promotional possibilities when buying merchandise
1	1	1	1	1	1	12. Constantly checks stock records to determine which goods are not selling
1	1	1	1	1	1	13. Attempts to stimulate sales with mark-downs, advertising, special sales and departmental training sessions
1	1	1	1	1	1	14. Considers suitability of merchandise for the department
1	1	1	1	1	1	15. Considers duplication of goods on hand
1	1	3	1	2	2	16. Considers packaging possibilities
1	1	1	1	1	1	17. Instructs salespeople with selling points of new merchandise
1	1	1	1	2	1	18. Develops and submits to management advertising plans for his department
1	1	1	1	2	2	19. Negotiates with manufacturers for advertising aid
1	1	1	3	2	2	20. Requests product information from manufacturers
1	1	1	1	1	1	21. Selects resources
1	1	1	1	1	1	22. Determines price line structure of his department
1	1	1	1	3	3	23. Supervises redistribution among branch stores when deemed necessary
1	1	1	1	3	3	24. Visits branch stores
1	1	2	2	2	1	25. Shops competitive stores for comparisons of merchandise, prices and stock arrangements

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 105 (continued)

JOB TITLE: BUYER
JOB NUMBER: 3
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS (continued)
S	E	S	E	S	E	
1	1	2	2	3	1	26. Keeps informed of competitive trends in branch store areas
1	1	1	1	2	1	27. Uses the company's central buying offices to keep informed of latest market trends and developments
1	1	1	1	2	2	28. Supervises periodic inventories of stock on selling floor and in stockroom
1	1	1	1	2	2	29. Studies reports of periodic inventories
1	1	1	1	3	2	30. Does employee evaluations and recommends salary increases
1	1	3	1	3	2	31. Recommends the hiring, promotion and dismissal of employees
1	1	1	1	3	3	32. Prepares six-month buying plans
1	1	1	1	2	2	33. Makes buying trips to market
1	1	1	1	3	2	34. Trains assistants
1	1	1	3	3	2	35. Trains stock people on-the-job
1	1	1	1	2	2	36. Trains salespeople on-the-job
1	1	1	1	1	1	37. Sells in the department in peak periods
1	1	1	1	1	1	38. Schedules work hours and lunch hours of people in his department
1	1	1	1	2	1	39. Handles customer complaints and adjustments

TASKS ADDED BY INTERVIEWEES:

1. Approves payment of all bills for his department's merchandise
2. Supervises housekeeping duties in his department, seeing that the department is clean and merchandise is in order
3. Makes sure that merchandise is handled properly between warehouse and salesfloor

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 106

JOB TITLE: BUYER
JOB NUMBER: 3
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	1	1	1	1	1	1. Gather products or merchandise from department for display man
1	1	1	1	3	1	2. Set up department displays of merchandise
1	1	3	1	3	1	3. Set up department displays of sale items
3	1	1	1	3	1	4. Set up merchandise on shelves or floor attractively and neatly
2	1	1	1	3	1	5. Schedule displays for department
2	1	3	3	3	1	6. Return display merchandise to stock
1	1	1	1	3	3	7. Coordinate displays of advertised and featured merchandise
2	1	1	1	3	1	8. Color coordinate department displays with floor-wide or store-wide themes

TASKS ADDED BY INTERVIEWEES:

1. Order available display fixtures from manufacturers

2. Requisition signs for department displays

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 106 (continued)

JOB TITLE: BUYER
JOB NUMBER: 3
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	2	3	1	1. Clean, dust, cover stock
2	1	3	2	3	1	2. Reticket stock
1	1	3	1	3	1	3. Check department for depleted stock
1	1	1	2	3	1	4. Check stockroom for depleted stock
1	1	3	2	3	1	5. Fill in floor fixtures or bins
1	1	3	3	3	1	6. Fill in stockroom
1	1	1	2	3	1	7. Rearrange stock in department
1	1	3	3	3	1	8. Keep stock in stockroom organized and accessible
1	1	1	1	3	3	9. Send stock to branch stores
1	1	3	2	3	1	10. Take stock counts
1	1	1	2	3	1	11. Initiate stock counts
1	1	3	1	3	1	12. Reorder from stock counts
1	1	1	2	3	1	13. Correct stock control books from stock counts
1	1	3	3	3	1	14. Keep perpetual stock inventory
1	1	3	2	3	2	15. Take physical stock inventory
1	1	1	1	3	1	16. Reorder basic stocks
1	1	1	1	3	1	17. Mark-up (and record) stock
1	1	1	1	3	1	18. Mark-down (and record) stock
1	1	3	1	3	3	19. Initiate stock transfers from one store or department to another
1	1	3	1	3	1	20. Check on and inspect stock for damages or shortages
3	1	3	2	1	1	21. Ticket or mark stock

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 106 (continued)

JOB TITLE: BUYER
JOB NUMBER: 3
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S**	E	
2	1	1	1		1	1. Supply customers information on advertised items
1	1	1	1		2	2. Display advertised merchandise in the department
1	1	1	1		2	3. Inform salespeople involved about advertised merchandise
1	1	3	3		2	4. Post copy of ad for salespeople's information
1	1	1	1		3	5. Coordinate displays with ads
1	1	3	3		1	6. Keep result files on department ads
1	1	1	1		1	7. Promote advertised merchandise
1	1	1	1		2	8. Fill telephone or mail orders in response to ads
1	1	1	1		2	9. Try to obtain manufacturer help on cost of ad
1	1	1	1		2	10. Order merchandise to back-up ad
1	1	1	1		1	11. Read your own and competitor's newspaper ads
1	1	2	3		1	12. Shop competitor's advertised merchandise for price, quality, comparison, etc.

TASKS ADDED BY INTERVIEWEES:

1. Plan advertisements in advance (timing and amount of space).
2. Write copy for ads
3. Check and approve ad copy before it goes to press
4. Coordinate and gear advertising to the locality served.

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

** Tasks concerning advertising are included in the group added by interviewees.

TABLE 106 (continued)

JOB TITLE: BUYER
JOB NUMBER: 3
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	1	1	1	3	1	1. Give customers directions
1	1	1	1	1	1	2. Make customer exchanges
1	1	1	1	3	1	3. Give customer cash refunds or charge credits
1	1	1	1	1	1	4. Adjust customer's complaints and grievances
3	2	2	1	3	1	5. Gift-wrap customers packages
1	2	1	3	3	2	6. Give demonstrations
1	1	1	1	1	1	7. Supply customer with information by telephone
1	2	1	1	3	1	8. Advise customer on current fashions

TASKS ADDED BY INTERVIEWEES:

1. Coordinate fashion shows for local women's clubs.

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 107

JOB TITLE: STOCKPERSON
JOB NUMBER: 4
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	3	2	1. Arranges stock in stockroom according to predetermined plan
1	1	1	2	1	1	2. Checks quantity and condition of incoming stock
3	3	1	1	1	1	3. Attaches price tags to stock
1	1	2	1	3	2	4. Carries stock from stockroom to sales floor as required
2	1	1	1	3	3	5. Keeps stockroom clean
1	1	3	2	1	1	6. Helps to rearrange merchandise on sales floor
1	1	3	1	3	1	7. Runs errands
1	1	3	3	1	1	8. Hangs up garments taken down by sales people
3	1	1	3	1	1	9. Fills orders for stock from sales floor
2	1	2	1	1	1	10. Reports damaged stock to supervisor
1	1	1	1	1	1	11. Reports any error in quantity of incoming stock to supervisor
1	1	1	2	3	1	12. Assists in unloading truck on sales floor and placing merchandise on counters
2	2	3	2	1	1	13. Assists in taking inventories of stock
3	3	3	1	2	2	14. Wraps or packs merchandise for returns to vendors
3	2	1	1	1	1	15. Takes merchandise to Will-Call or Lay-Away department
3	1	1	3	1	1	16. Retickets merchandise

TASKS ADDED BY INTERVIEWEES

1. Takes garments to alterations for pressing when necessary
2. Sews store labels into garments
3. Makes price tickets for merchandise with correct information
4. Makes minor repairs to merchandise
5. Assists with customer returns by unpacking the merchandise and returning it to stock
6. Returns merchandise to stock from dismantled displays

* "S" indicates the supervisor of the employee whose job was selected for study; "E: indicates the employee in the job selected for study.

TABLE 108

JOB TITLE: STOCKPERSON
JOB NUMBER: 4
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	2	2	2	2	1. Supply customers information on advertised items
3	3	3	2	2	2	2. Display advertised merchandise in the department
3	3	3	1	1	2	3. Read your own and competitor's newspaper ads

TASKS ADDED BY INTERVIEWEES:

1. Take merchandise to be sketched to advertising department
2. Make sure advertised merchandise gets to selling departments

RELATED JOB DUTIES - CUSTOMER CONTACTS

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	2	1	1	1	1. Give customers directions

TASKS ADDED BY INTERVIEWEES:

1. Carry packages to customers' cars
2. Wrap large packages, such as rugs, etc., for customers

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 108 (continued)

JOB TITLE: STOCKPERSON
JOB NUMBER: 4
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	2	3	3	1	2	1. Repair stock
1	1	2	1	1	1	2. Clean, dust, cover stock
3	2	3	3	2	2	3. Reticket stock
2	1	3	3	1	1	4. Fill in floor fixtures or bins
2	1	3	3	3	2	5. Fill in stockroom
3	1	3	2	1	1	6. Rearrange stock in department
1	1	3	1	3	3	7. Keep stock in stockroom organized and accessible
2	1	3	3	1	1	8. Take stock counts
2	2	3	2	1	1	9. Take physical stock inventory
3	3	1	2	1	1	10. Mark-up (and record) stock
3	3	1	2	1	2	11. Mark-down (and record) stock
1	1	3	1	1	1	12. Check on and inspect stock for damages or shortages
3	2	1	1	1	1	13. Ticket or mark stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 109

JOB TITLE: DEPARTMENT MANAGER
JOB NUMBER: 5
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Supervises an efficient and productive sales force
1	1	1	1	1	1	2. Supervises personnel in stock handling
2	2	1	1	1	1	3. Recommends purchase of new stock
1	1	2	2	1	1	4. Assists a salesperson in closing a sale whenever possible
1	2	2	1	1	1	5. Evaluates salespeople according to efficiency, conduct and productivity
1	2	3	2	2	2	6. Schedules salespeople for adequate sales coverage
2	2	3	2	3	3	7. Recommends promotions and transfers of employees
1	2	1	1	1	1	8. Arranges for adjustment of price errors
1	1	1	2	1	1	9. Supervises handling of incoming stock and checks quantities
1	1	1	1	1	1	10. Orders movement of merchandise from receiving room to stockroom or salesfloor and directs its arrangement
1	1	1	1	1	1	11. Informs salespeople of origin, price, quality and location of each article
1	1	1	1	1	1	12. Makes frequent and thorough inspection of stock
1	1	3	1	1	1	13. Checks resultant sales of advertising to determine its effectiveness
1	1	1	1	1	1	14. Trains employees on the job
1	2	3	2	3	3	15. Purchases or requisitions supplies for sales force
1	3	2	1	1	1	16. Handles the day's receipts
1	1	1	1	1	2	17. Approves checks and merchandise returns and exchanges
1	1	3	1	2	2	18. Conducts department meetings to provide employees with needed information
1	1	3	1	2	2	19. Makes price changes for damaged merchandise
1	2	1	1	1	1	20. Informs buyer of fast-moving items
1	2	1	1	1	1	21. Supervises stock counts at buyer's request or initiates them
1	2	1	1	1	2	22. Supervises periodic inventories
1	1	3	1	1	1	23. Works with advertising and display departments on sales promotion
2	2	1	2	1	1	24. Shops the market with buyer
1	1	1	1	1	1	25. Keeps floor area and stock arranged in the most salable and eye-appealing manner

TASKS ADDED BY INTERVIEWEES:

1. Sees that housekeeping and minor repair duties are done in the department
2. Reads and clears cash registers.
3. Schedules contingent sales help.

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 109 (continued)

JOB TITLE: DEPARTMENT MANAGER
JOB NUMBER: 5
SPECIFIC JOB DUTIES

TASKS ADDED BY INTERVIEWEES:
(continued)

4. Obtains cash for register when needed
5. Reorders merchandise when authorized, especially basic stocks

TABLE 110

RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	2	2	2	2	1. Gather products or merchandise from department for display man
2	2	1	1	1	1	2. Set up department displays of merchandise determined by buyer
1	2	1	2	1	2	3. Set up department displays of sales items
1	1	1	1	1	1	4. Set up merchandise on shelves or floor attractively and neatly
3	2	3	1	2	1	5. Set up island displays or ledge displays
2	2	3	2	1	1	6. Dress showcases
2	2	3	2	2	1	7. Schedule display for department
1	2	2	1	1	2	8. Return display merchandise to stock
1	1	1	1	1	1	9. Coordinate displays of advertised and featured merchandise
2	2	3	2	1	2	10. Color coordinate department displays with floor-wide or store-wide themes

TASKS ADDED BY INTERVIEWEES:

1. Request windows for display
2. See that department displays are changed often to keep fresh, clean merchandise on display
3. Help decorate window displays

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 110 (continued)

JOB TITLE: DEPARTMENT MANAGER
JOB NUMBER: 5
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	2	1	2	2	1. Supply customers information on advertised items
1	2	3	1	2	2	2. Display advertised merchandise in the department
1	2	3	1	2	2	3. Inform salespeople involved about advertised merchandise
3	2	1	1	2	2	4. Post copy of ad for salespeople's information
1	2	1	1	2	2	5. Coordinate displays with ads
1	2	3	1	3	2	6. Keep result files on department ads
1	2	1	1	2	1	7. Promote advertised merchandise
1	1	3	1	2	2	8. Fill telephone or mail orders in response to ads
3	2	1	1	2	1	9. Try to obtain manufacturer help on cost of ad
3	2	1	1	2	1	10. Order merchandise to back-up ad
1	1	1	1	2	1	11. Read your own and competitor's newspaper ads
1	2	1	2	2	1	12. Shop competitor's advertised merchandise for price, quality, comparison, etc.
3	3	1	1	2	2	13. Place ads (tear sheets) in strategic areas in store

TASKS ADDED BY INTERVIEWEES:

1. Check and approve ad copy and artwork for newspaper ads
2. See that stock is in the department to back up ads
3. Stay abreast Federal Trade Laws concerning advertising
4. Write ad copy and forward it to the advertising department

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 110 (continued)

JOB TITLE: DEPARTMENT MANAGER
JOB NUMBER: 5
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	3	2	1	2	1. Repair stock
1	2	1	2	1	1	2. Clean, dust, cover stock
2	3	1	2	2	2	3. Reticket stock
2	1	1	1	1	1	4. Check department for depleted stock
2	1	1	1	1	3	5. Check stockroom for depleted stock
1	2	1	2	1	1	6. Fill in floor fixtures or bins
1	2	1	1	2	3	7. Fill in stockroom
1	2	1	1	1	1	8. Rearrange stock in department
1	1	1	1	1	1	9. Keep stock in stockroom organized and accessible
2	2	2	1	1	1	10. Take stock counts
2	3	1	1	1	1	11. Initiate stock counts
2	2	1	1	1	2	12. Reorder from stock counts
3	3	1	1	3	1	13. Correct stock control books from stock counts
2	2	2	1	1	2	14. Take physical stock inventory
3	2	1	1	1	1	15. Reorder basic stocks
2	2	3	3	1	1	16. Mark-up (and record) stock
2	2	3	3	2	2	17. Mark-down (and record) stock
2	2	1	2	2	1	18. Check on and inspect stock for damages or shortages
2	3	3	2	1	1	19. Ticket or mark stock

TASKS ADDED BY INTERVIEWEES:

1. Return damaged stock to vendors

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 110 (continued)

JOB TITLE: DEPARTMENT MANAGER
JOB NUMBER: 5
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Give customers directions
1	1	1	1	1	1	2. Make customer exchanges
1	1	1	1	1	1	3. Give customer cash refunds or charge credits
1	1	1	1	2	1	4. Adjust customer's complaints and grievances
3	3	3	1	1	1	5. Gift-wrap customers' packages
2	3	3	1	2	1	6. Give demonstrations
1	2	1	1	1	1	7. Supply customer with information by telephone
1	1	1	1	1	1	8. Advise customer on current fashions

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 111

JOB TITLE: CREDIT INTERVIEWER
JOB NUMBER: 6
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Personally interviews persons applying for charge accounts
1	1	1	1	2	1	2. Helps individuals fill out application forms
1	1	3	1	1	1	3. Questions applicant's credit records
3	2	1	1	1	1	4. Obtains information from credit bureaus, references and other stores with whom the credit applicant has accounts
2	2	3	2	3	2	5. Sends form letters advising individuals whether or not their accounts have been accepted
2	1	3	1	1	1	6. Supplies information to credit bureaus and credit bureau members
1	1	1	1	1	1	7. Explains types of accounts to credit applicants
3	3	1	1	1	1	8. Converts or transfers accounts from one type to another
3	3	1	1	1	1	9. Answers customer complaints on billing
2	1	1	1	2	1	10. Changes charge addresses for customers
2	1	1	1	1	1	11. Explains limits and terms of different type accounts to customers

TASKS ADDED BY INTERVIEWEES:

1. Discusses delinquent accounts with customers
2. Sells gift certificates, especially at Christmas
3. Informs customers by mail that complaints have been corrected or adjusted
4. Helps with customer billing, sending out statements
5. Helps process payment of bills made by mail
6. Itemizes charge accounts on microfilm
7. Sends letters to closed ledger accounts, encouraging desirable customers to reopen accounts

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 112

JOB TITLE: CREDIT INTERVIEWER
JOB NUMBER: 6
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	2	1	1	1	1. Give customers directions
3	1	2	1	1	1	2. Give customer cash refunds or charge credits
2	1	2	1	2	2	3. Adjust customer's complaints and grievances
2	1	1	1	3	1	4. Supply customer with information by telephone
1	1	1	1	1	1	5. Interview customer during credit application

TASKS ADDED BY INTERVIEWEES:

1. Accept returned merchandise that has been charged

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 113

JOB TITLE: ASSISTANT CREDIT MANAGER
JOB NUMBER: 7
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	1	2	1	1	1	1. Approves or rejects accounts
1	1	1	1	1	1	2. Assists manager in record keeping
3	2	3	1	1	2	3. Arranges extension of time for paying accounts
1	1	1	1	1	1	4. Acts for credit manager in his absence
3	2	1	1	1	1	5. Interviews and obtains information from new applicants for credit
3	2	1	1	1	1	6. Obtains information from credit bureaus and applicants' references
3	2	3	2	2	2	7. Trains new employees
1	1	3	3	1	1	8. Prepares reports
3	3	1	1	1	1	9. Supplies credit bureau and bureau members with customer credit information
3	3	3	1	2	2	10. Analyzes and ages accounts for credit bureau

TASKS ADDED BY INTERVIEWEES:

1. Receives payments on merchandise in lay-away
2. Sets up accounts or makes arrangements for contracts within the Industrial Sales Division (sells to hotels, restaurants, and others).
3. Reports to management on Industrial Division Accounts
4. Interviews potential employees
5. Helps in preparing plans for soliciting new accounts
6. Helps with preparing a six-month budget for the accounts receivable division
7. Types letters to customers with delinquent accounts
8. Receives payments on bills from customers
9. Answers charga-phone for credit authorization
10. Sets up addressograph plates to send out statements
11. Orders customer charge plates
12. Writes letters to customers to reactivate accounts

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 114

JOB TITLE: ASSISTANT CREDIT MANAGER
JOB NUMBER: 7
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	3	2	2	2	1	1. Give customers directions
3	3	3	1	2	1	2. Give customer cash refunds or charge credits
1	1	1	1	3	1	3. Adjust customer's complaints and grievances
3	3	1	1	1	2	4. Supply customer with information by telephone
2	3	2	1	1	1	5. Interview customer during credit application

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 115

JOB TITLE: CREDIT MANAGER
JOB NUMBER: 8
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond **	Roanoke		Wytheville**	CRITICAL TASKS
E	S	E	E	
2	1	1	1	1. Interviews and obtains information from new applicants for credit
2	1	1	1	2. Obtains information from credit bureaus and applicant's references
1	1	1	1	3. Approves or rejects credit application
2	3	3	1	4. Refers non-collectable accounts to attorney if no settlement has been reached
1	3	3	1	5. Keeps a record of collections
2	3	1	1	6. Furnishes credit reports to credit bureau upon request
2	3	1	1	7. Establishes credit limits and explains terms clearly to customers
1	3	1	1	8. Suspends slow payers
2	3	3	1	9. Decides when to deal legally with delinquent accounts
2	1	2	1	10. Plans credit promotions
1	3	1	1	11. Gives final approval on difficult credit applications
2	1	2	1	12. Keeps informed of state laws concerning credit
1	3	2	3	13. Serves on store committee setting up interest rates and other credit policies
1	1	1	1	14. Is responsible for all employees in credit department
1	2	1	1	15. Prepares reports
1	3	3	1	16. Oversees the analysis of aging accounts
1	1	1	2	17. Is responsible for the training of employees in his department

TASKS ADDED BY INTERVIEWEES:

1. Supervises the work of the mail room and duplicating department
2. Supervises lay-away and C.O.D. functions
3. Authorizes large contracts such as motel installations
4. Takes care of employees' insurance and profit sharing
5. Sees that credit application quotas are met
6. Handles customer complaints and adjustments, concerning credit accounts
7. Receives payments on accounts

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

** Follow-up interviews with supervisors were not conducted in Richmond or Wytheville.

TABLE 116

JOB TITLE: CREDIT MANAGER
JOB NUMBER: 8
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond	Roanoke		Wytheville	CRITICAL TASKS
E	S	E	E	
3	1	1	1	1. Set up island displays or ledge displays

TASKS ADDED BY INTERVIEWEES:

1. Contact display department concerning signs for the credit department
2. Display credit applications for customers' convenience
3. Write copy for credit signs

RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond	Roanoke		Wytheville	CRITICAL TASKS
E	S	E	E	
2	1	2	3	1. Supply customers information on advertised items
2	1	1	3	2. Read your own and competitor's newspaper ads

TASKS ADDED BY INTERVIEWEES:

1. Inform credit department employees of ads so they can answer questions

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 116 (continued)

JOB TITLE: CREDIT MANAGER
JOB NUMBER: 8
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond	Roanoke		Wytheville	CRITICAL TASKS
E	S	E	E	
1	2	1	1	1. Give customers directions
2	3	2	3	2. Give customer cash refunds or charge credits
1	1	1	1	3. Adjust customer's complaints and grievances
3	1	1	3	4. Gift-wrap customers' packages
1	1	1	1	5. Supply customer with information by telephone
2	1	1	1	6. Interview customer during credit application

TASKS ADDED BY INTERVIEWEES:

1. Try to collect overdue accounts
2. Rearrange credit limits on customer accounts
3. Contact customers who have issued bad checks

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 117

JOB TITLE: DISPLAY HELPER
JOB NUMBER: 9
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	E**	E***	
3	3	1	2	2	1	1. Gathers merchandise from various departments for window displays
1	1	1	1	2	1	2. Returns merchandise to departments after displays are dismantled
3	3	3	2	2	1	3. Helps set up window displays under the direction of the display assistant or manager
1	1	1	1	2	1	4. Hangs and helps set up interior store decorations
1	1	1	1	3	1	5. Helps carry equipment for setting up displays such as ladders and staplers
1	2	1	3	3	1	6. Helps make background pieces and signs
1	1	1	1	2	1	7. Helps dismantle displays
1	1	1	2	3	1	8. Runs errands
1	1	1	1	2	1	9. Dresses mannequins for displays
3	3	2	2	3	1	10. Stores display fixtures and supplies
2	2	1	1	3	3	11. Presses clothing for displays

TASKS ADDED BY INTERVIEWEES:

1. Helps backstage with fashion shows
2. Helps keep the display shop clean and organized

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

** This interview was conducted with a store manager who does all the display work. No follow-up interview was conducted.

*** A follow-up interview with supervisor was not conducted.

TABLE 118

JOB TITLE: DISPLAY HELPER
JOB NUMBER: 9
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	E**	E	***
1	1	1	1	3	2	1. Display advertised merchandise in the department
1	1	3	1	1	2	2. Coordinate displays with ads
1	1	1	1	1	1	3. Read your own and competitor's newspaper ads
1	1	3	1	3	2	4. Place ads (tear sheets) in strategic areas in store

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

** This interview was conducted with a store manager who does all the display work. No follow-up interview was conducted.

*** A follow-up interview with supervisor was not conducted.

TABLE 119

JOB TITLE: ASSISTANT DISPLAY MANAGER
JOB NUMBER: 10
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	2	1. Oversees preparation of display sets
3	3	2	1	1	1	2. Gathers suitable merchandise from different departments for display
3	3	1	1	1	1	3. Arranges displays of merchandise in store windows or showcases which will feature selling points
1	1	1	1	1	1	4. Receives directions via sketches or verbally
3	1	1	1	1	1	5. Supervises cleaning of display windows and fixtures
1	1	1	1	1	1	6. Supervises making of necessary backgrounds and signs
3	3	1	1	1	1	7. Removes existing display and returns merchandise to proper departments
3	3	2	2	1	1	8. Coordinates and accessorizes merchandise for displays
1	1	1	3	1	1	9. Learns the points to be stressed about each article
3	3	1	1	1	1	10. Trims show window or showcase
3	3	1	1	1	1	11. Arranges background of paper, wallboard or drapes
3	3	1	1	1	1	12. Groups merchandise to please the eye
1	1	1	1	3	1	13. Supervises helpers
1	1	1	1	1	1	14. Learns about seasonal sales, coming advertisements, current events
3	3	2	1	1	1	15. Dresses mannequins for displays
1	1	1	3	3	3	16. Designs and sketches displays
1	1	1	1	3	3	17. Trains display helpers
1	1	3	1	1	1	18. Keeps informed of current fashions
1	1	3	2	3	1	19. Assists in developing storewide display themes

TASKS ADDED BY INTERVIEWEES:

1. Oversees the setting up of backgrounds and scenery for fashion shows and other special events
2. Supervises the housekeeping or cleaning duties connected with displays
3. Orders display supplies and equipment
4. Learns if enough merchandise is available to warrant the expense of advertising

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 120

JOB TITLE: ASSISTANT DISPLAY MANAGER
JOB NUMBER: 10
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	3	1	1	1	2	1. Coordinate displays with ads
1	1	3	2	3	1	2. Read your own and competitor's newspaper ads

TASKS ADDED BY INTERVIEWEES:

1. Develop props and sets for television shows, fashion shows and other special events

* "S" indicated the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 121

JOB TITLE: DISPLAY MANAGER
JOB NUMBER: 11
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond	Roanoke		CRITICAL TASKS
E	S	E	
1	1	1	1. Originates window and interior displays
1	1	1	2. Selects time and place for each display
1	1	1	3. Considers displays requests, correlating them with the advertising program
1	1	1	4. Selects appropriate theme, color scheme and types of fixtures
1	1	2	5. Obtains approval of management for displays
1	3	1	6. Orders perparation of trial displays
1	1	1	7. Inspects and approves finished displays
1	3	1	8. Assists in constructing difficult fixtures or backgrounds
1	1	1	9. Purchases supplies for displays
2	1	1	10. Attends shows of display supplies, fixtures, equipment
1	1	1	11. Keeps informed about current fashions
1	1	3	12. Holds conferences with display employees for suggestions
1	2	3	13. Supervises record keeping of supplies and piece life
1	1	3	14. Plans display budgets with store management
1	1	1	15. Supervises the housekeeping of the display storage area
1	1	1	16. Plans major or seasonal display themes with store management in advance

TASKS ADDED BY INTERVIEWEES:

1. Writes copy for display signs
2. Sees that records are kept of merchandise on loan to the display department

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 122

JOB TITLE: DISPLAY MANAGER
JOB NUMBER: 11
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond	Roanoke		CRITICAL TASKS
E**	S	E	
3	2	1	1. Display advertised merchandise in departments
1	2	1	2. Coordinate displays with ads
3	1	1	3. Read your own and competitor's newspaper ads

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 123

JOB TITLE: RECEIVING CLERK
JOB NUMBER: 12
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E**	
1	2	1	3	3	1. Receives incoming shipments of merchandise
1	2	1	3	3	2. Tallies invoices, bills of lading or delivery tickets
1	2	1	1	1	3. Determines discrepancies, losses and damages
1	2	3	1	3	4. Marks identification on packages
1	2	1	3	3	5. Routes packages to proper departments
1	2	3	2	1	6. Keeps a written record of all entering merchandise
1	2	3	1	1	7. Writes duplicate discrepancy report when shipment and bill of lading, ticket or invoice do not agree
1	2	3	2	3	8. Marks on package apron number and number of packages in shipment
1	3	1	2	3	9. Signs postal receipts
1	1	1	1	2	10. Uncrates merchandise

TASKS ADDED BY INTERVIEWEES:

1. Puts price tags on merchandise before sending it to proper department
2. Checks in merchandise by size and color against the order and invoice
3. Sends invoices to bookkeeping office
4. Reports any receiving problems or discrepancies to the supervisor in charge

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

** A follow-up interview with supervisor was not conducted

TABLE 124

JOB TITLE: RECEIVING CLERK
JOB NUMBER: 12
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E**	
3	2	3	1	1	1. Take stock counts
3	2	2	2	2	2. Take physical stock inventory
3	2	1	1	1	3. Check on and inspect stock for damages or shortages
1	1	1	1	1	4. Ticket or mark stock

TASKS ADDED BY INTERVIEWEES:

1. Send merchandise to stock area or selling floor
2. Prepare stock for transfer from warehouse (receiving area) to store.

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 125

JOB TITLE: ASSISTANT RECEIVING MANAGER
JOB NUMBER: 13
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	2	2	2	1. Checks with carriers for lost merchandise
1	1	1	1	2	3	2. Supervises receiving clerks
1	3	1	1	2	2	3. Makes claims for damages, shortages and overcharges
1	3	1	1	2	1	4. Supervises the quick forwarding of merchandise to proper department checking and marking areas
2	2	1	2	2	3	5. Trains new traffic and receiving employees
1	1	1	3	3	3	6. Supervises record-keeping of incoming merchandise
2	2	2	2	2	3	7. Tracks down non-delivered merchandise
2	1	1	3	1	1	8. Schedules the working hours and reliefs of employees
2	2	3	1	1	3	9. Works with buyers on complaints of missing and damaged merchandise
2	1	1	1	2	3	10. Routes return-to-vendor merchandise

TASKS ADDED BY INTERVIEWEES:

1. Marks home furniture items with location cards
2. Checks merchandise (after receiving) for style numbers and quantities
3. Assembles merchandise such as lawn mowers

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 126

JOB TITLE: ASSISTANT RECEIVING MANAGER
JOB NUMBER: 13
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	2	2	2	2	1. Repair stock
2	3	1	1	2	2	2. Reticket stock
3	3	1	1	1	2	3. Fill in stockroom
2	3	3	3	1	1	4. Rearrange stock in department
3	3	1	1	1	2	5. Keep stock in stockroom organized and accessible
1	2	1	1	3	3	6. Send stock to branch stores
1	1	3	3	1	2	7. Take stock counts
3	3	1	1	1	1	8. Mark-up (and record) stock
3	3	1	1	2	2	9. Mark-down (and record) stock
2	3	1	1	3	2	10. Initiate stock transfers from one store or department to another
1	1	1	1	2	1	11. Check on and inspect stock for damages or shortages
1	1	1	1	1	1	12. Ticket or mark stock
1	3	2	2	1	2	13. Take physical stock inventory

RELATED JOB DITIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	2	2	1	2	1. Supply customers information on advertised items
3	3	1	1	1	1	2. Read your own and competitor's newspaper ads

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 126 (continued)

JOB TITLE: ASSISTANT RECEIVING MANAGER
JOB NUMBER: 13
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	1	2	1	1	1. Give customers directions

TASKS ADDED BY INTERVIEWEES:

1. Help with merchandise customers are picking up
2. Advise customers when special orders of merchandise have arrived

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 127

JOB TITLE: ASSISTANT RECEIVING MANAGER
JOB NUMBER: 14
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E**	
3	1	3	2	1	1. Routes merchandise from manufacturer to store economically and quickly
3	1	1	2	1	2. Authorizes claims for shortages and damages
3	3	1	3	1	3. Keeps abreast of new developments in shipping practices
3	3	1	1	1	4. Authorizes transportation charge-backs
3	3	1	1	1	5. Authorizes the routing of returns to vendors
2	2	1	1	1	6. Supervises the training of new employees
1	1	1	1	1	7. Works with store management to improve receiving methods and facilities
1	1	3	3	1	8. Schedules the working and relief hours of employees

TASKS ADDED BY INTERVIEWEES:

1. Quickly processes advertised merchandise through receiving to get it to selling departments before ads break
2. Supervises the checking of incoming merchandise
3. Supervises physical price marking of merchandise
4. Routes merchandise to various branches of the store
5. Prepares a budget for receiving and marking functions
6. Regulates the work force according to the work load
7. Supervises the maintenance of marking equipment
8. Determines priority of merchandise to be processed
9. Obtains approval from manufacturers for returning merchandise
10. Reviews and rates employees' performance
11. Handles order copies which are checked against invoices and merchandise received
12. Supervises the collection and preparation of merchandise being returned to vendors
13. Receives, weighs, and checks postage on parcel post and United Parcel deliveries
14. Makes decisions on receiving and marking procedures based on how merchandise and products are packaged

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

** No follow-up interview was conducted in Wytheville.

TABLE 128

JOB TITLE: ASSISTANT RECEIVING MANAGER
JOB NUMBER: 14
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E**	
3	1	1	1	2	1. Check on and inspect stock for damages or shortages
3	1	1	1	2	2. Ticket or mark stock

TASKS ADDED BY INTERVIEWEES:

1. Send stock to the proper selling departments

RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E**	
3	3	1	2	2	1. Supply customer with information by telephone

TASKS ADDED BY INTERVIEWEES:

1. Check on non-delivered packages for customers
2. Mail packages for customers

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 129

JOB TITLE: PROFESSIONAL SALESPERSON (ENTRY)
JOB NUMBER: 1X
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Specializes in selling a certain type of merchandise or group of related merchandise
1	1	1	1	1	2	2. Develops a customer following (clientele), who can be called and informed of new merchandise
1	1	1	1	1	1	3. Is adept at suggestion selling and nearly always increases the amount of the sale
1	1	1	1	2	3	4. Informs buyer of stock shortages
1	1	1	1	2	3	5. Informs buyer of merchandise running low
1	1	1	1	1	1	6. Keeps stock neatly arranged
1	1	1	1	1	1	7. Keeps counters and display fixtures clean and attractive
1	1	2	2	2	1	8. Helps with attractively displaying merchandise in the department
1	1	1	1	1	1	9. Explains merchandise benefits and its qualities
1	1	1	1	1	1	10. Explains care of merchandise and demonstrates uses of merchandise
1	1	1	1	2	1	11. Directs customers to other areas and services in the store
1	1	1	1	1	1	12. Deals with customers on an individual basis, analyzing their needs and desires, showing and demonstrating merchandise to fulfill their needs, and properly guiding them into the purchasing of the merchandise
1	1	1	1	1	1	13. Writes saleschecks quickly and accurately
1	1	1	1	1	1	14. Wraps packages
3	1	1	1	1	3	15. Replenishes floor stock from a reserve stock
1	1	1	1	1	1	16. Rings sales on cash register
1	1	1	1	1	1	17. Handles "closing out" procedures at day's end - rings off and clears register, totals day's receipts and turns in money to cashier
1	1	1	1	1	1	18. Calls credit authorization to approve customer charges
1	1	1	1	1	1	19. Calls attention to new merchandise
1	1	1	1	2	1	20. Calls attention to sale merchandise
1	1	1	1	1	2	21. Trades up during a sale by emphasizing qualities of higher priced merchandise
1	1	1	1	1	1	22. Advises customer as to current fashions and styles
3	3	1	3	1	1	23. Assists customer in trying on and fitting garments
1	1	1	3	1	1	24. Calls fitter or makes appointment for fitting if alterations are needed
1	1	3	2	2	2	25. Sells by telephone
1	1	1	1	1	1	26. Gives customer cash refund or charge credit on returns of merchandise
1	1	3	2	2	2	27. Takes inventory of stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 129 (continued)

JOB TITLE: PROFESSIONAL SALESPERSON (ENTRY)
JOB NUMBER: 1X
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS (continued)
S	E	S	E	S	E	
1	1	2	1	2	2	28. Takes stock counts as directed bysupervisor
1	1	1	1	2	1	29. Answers customer questions on advertised merchandise
1	1	1	1	1	3	30. Informs buyer of customer wants
1	1	1	2	3	2	31. Sponsors and trains new salespeople on the job

TABLE 130

RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	3	2	2	2	1. Gather products or merchandise from department for display man
2	2	3	2	1	3	2. Set up department displays of merchandise determined by buyer
2	2	3	2	2	2	3. Set up department displays of sale items
1	2	3	1	2	1	4. Set up merchandise on shelves or floor attractively and neatly
2	2	3	2	2	3	5. Set up island displays or ledge displays
2	2	3	1	2	2	6. Return display merchandise to stock
2	1	3	1	2	3	7. Coordinate displays of advertised and featured merchandise
3	1	1	1	2	3	8. Color coordinate department displays with floor-wide or store-wide themes

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 130 (continued)

JOB TITLE: PROFESSIONAL SALESPERSON (ENTRY)
JOB NUMBER: 1X
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	1	1	2	2	1. Supply customers information on advertised items
1	2	1	1	2	1	2. Display advertised merchandise in the department
3	2	2	1	2	2	3. Inform salespeople involved about advertised merchandise
3	2	3	3	2	2	4. Post copy of ad for salespeople's information
1	2	2	1	2	2	5. Coordinate displays with ads
2	2	1	2	2	3	6. Push advertised merchandise
1	2	1	2	2	2	7. Fill telephone or mail orders in response to ads
3	3	1	3	2	2	8. Order merchandise to back-up ad
1	1	1	1	2	1	9. Read your own and competitor's newspaper ads
2	2	1	2	2	3	10. Shop competitor's advertised merchandise for price, quality, comparison, etc.

RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Give customers directions
1	2	1	1	1	1	2. Make customer exchanges
1	2	1	1	1	1	3. Give customer cash refunds or charge credits
1	1	1	1	3	2	4. Adjust customer's complaints and grievances
1	1	1	1	2	2	5. Supply customer with information by telephone
1	1	1	1	1	1	6. Advise customer on current fashions
1	3	1	1	3	3	7. Interview customer during credit application

TASKS ADDED BY INTERVIEWEES:

1. Give home installation estimates and makes decorating consultations

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 130 (continued)

JOB TITLE: PROFESSIONAL SALESPERSON (ENTRY)
JOB NUMBER: 1X
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Clean, dust, cover stock
1	1	1	1	2	2	2. Reticket stock
1	1	1	1	2	1	3. Check department for depleted stock
1	1	1	3	3	3	4. Check stockroom for depleted stock
1	1	1	1	1	3	5. Fill in floor fixtures or bins
1	1	1	1	1	2	6. Rearrange stock in department
2	1	1	1	2	3	7. Take stock counts
2	3	1	3	2	3	8. Initiate stock counts
2	3	1	3	2	2	9. Reorder from stock counts
2	2	2	1	2	2	10. Take physical stock inventory
2	3	3	2	2	2	11. Reorder basic stocks
2	3	2	1	2	2	12. Mark-up (and record) stock
2	3	2	1	2	2	13. Mark-down (and record) stock
1	3	3	1	2	2	14. Check on and inspect stock for damages or shortages
2	2	3	3	1	2	15. Ticket or mark stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 131

JOB TITLE: PROFESSIONAL SALESPERSON (FIRST STEP)
JOB NUMBER: 1X
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	2	1. Specializes in selling a certain type of merchandise or group of related merchandise
2	1	1	1	1	1	2. Develops a customer following (clientele), who can be called and informed of new merchandise
1	1	1	1	1	1	3. Is adept at suggestion selling and nearly always increases the amount of the sale
1	1	1	1	2	3	4. Informs buyer of stock shortages
1	1	1	1	2	3	5. Informs buyer of merchandise running low
1	1	1	1	1	1	6. Keeps stock neatly arranged
1	1	1	1	2	1	7. Keeps counters and display fixtures clean and attractive
1	1	1	1	1	1	8. Helps with attractively displaying merchandise in the department
1	1	1	1	1	1	9. Explains merchandise benefits and its qualities
1	1	1	1	1	1	10. Explains care of merchandise and demonstrates uses of merchandise
1	1	1	1	1	1	11. Directs customers to other areas and services in the store
1	1	1	1	1	1	12. Deals with customers on an individual basis, analyzing their needs and desires, showing and demonstrating merchandise to fulfill their needs, and properly guiding them into the purchasing of the merchandise
1	1	1	1	1	1	13. Writes saleschecks quickly and accurately
2	1	1	1	1	1	14. Wraps packages
3	1	1	1	1	1	15. Replenishes floor stock from a reserve stock
3	3	1	1	1	1	16. Rings sales on cash register
2	1	3	1	1	1	17. Handles "closing out" procedures at day's end - rings off and clears register, totals day's receipts and turns in money to cashier
1	1	1	1	1	3	18. Calls credit authorization to approve customer charges
1	1	1	1	1	1	19. Calls attention to new merchandise
1	1	2	1	2	1	20. Calls attention to sale merchandise
1	1	1	1	1	1	21. Trades up during a sale by emphasizing qualities of higher priced merchandise
1	1	1	1	1	1	22. Advises customer as to current fashions and styles
3	3	1	1	1	1	23. Assists customer in trying on and fitting garments
2	1	1	3	1	2	24. Calls fitter or makes appointment for fitting if alterations are needed
1	1	1	1	1	2	25. Sells by telephone
2	2	1	1	1	1	26. Gives customer cash refund or charge credit on returns of merchandise
2	2	2	1	2	1	27. Takes inventory of stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 131 (continued)

JOB TITLE: PROFESSIONAL SALESPERSON (FIRST STEP)
JOB NUMBER: 1X
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS (continued)
S	E	S	E	S	E	
2	1	1	1	1	1	28. Takes stock counts as directed by supervisor
1	1	1	1	2	2	29. Answers customer questions on advertised merchandise
1	1	1	1	1	2	30. Informs buyer of customer wnats
3	2	1	1	1	2	21. Sponsors and trains new salespeople on the job

TABLE 132

RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	3	1	1	2	3	1. Gather products or merchandise from department for display man
3	3	1	1	2	2	2. Set up department displays of merchandise determined by buyer
3	3	1	1	2	2	3. Set up department displays of sale items
1	3	1	1	1	2	4. Set up merchandise on shelves or floor attractively and neatly
1	3	3	3	2	2	5. Set up island displays or ledge displays
3	3	1	3	2	2	6. Dress showcases
3	3	1	1	2	2	7. Schedule display for department
3	3	1	1	2	2	8. Return display merchandise to stock
3	3	1	1	2	2	9. Coordinate displays of advertised and featured merchandise
3	3	1	1	2	2	10. Color coordinate department displays with floor-wide or store-wide themes

---

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 132 (continued)

JOB TITLE: PROFESSIONAL SALESPERSON (FIRST STEP)
JOB NUMBER: 1X
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	3	2	1	2	1. Repair stock
1	2	1	1	1	1	2. Clean, dust, cover stock
2	1	1	1	2	2	3. Reticket stock
1	1	1	1	1	2	4. Check department for depleted stock
3	3	1	1	2	2	5. Check stockroom for depleted stock
2	3	1	1	2	2	6. Fill in floor fixtures or bins
3	3	3	1	2	2	7. Fill in stockroom
1	1	1	1	1	2	8. Rearrange stock in department
3	3	1	1	2	2	9. Keep stock in stockroom organized and accessible
1	1	1	1	2	2	10. Take stock counts
3	1	3	1	2	2	11. Initiate stock counts
3	1	3	1	2	2	12. Reorder from stock counts
2	1	1	1	2	2	13. Take physical stock inventory
3	1	3	1	1	2	14. Reorder basic stocks
3	3	3	1	1	2	15. Mark-up (and record) stock
3	3	3	1	2	2	16. Initiate stock transfers from one store or department to another
3	1	1	1	2	2	17. Check on and inspect stock for damages or shortages
2	1	1	1	1	2	18. Ticket or mark stock

TASKS ADDED BY INTERVIEWEES:

1. Unpack new stock received

---

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 132 (continued)

JOB TITLE: PROFESSIONAL SALESPERSON (FIRST STEP)
JOB NUMBER: 1X
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	2	2	1. Supply customers information on advertised items
3	1	1	1	2	2	2. Display advertised merchandise in the department
3	1	1	1	2	2	3. Inform salespeople involved about advertised merchandise
3	3	1	1	3	2	4. Post copy of ad for salespeople's information
3	1	1	1	2	2	5. Coordinate displays with ads
3	1	1	1	2	2	6. Push advertised merchandise
1	1	1	1	2	2	7. Fill telephone or mail orders in response to ads
3	1	3	1	2	3	8. Order merchandise to back up an advertisement
1	1	1	1	2	2	9. Read own and competitor's newspaper ads
2	2	1	2	2	2	10. Shop competitor's advertised merchandise for price, quality and comparison

TASKS ADDED BY INTERVIEWEES:

1. Write ad copy
2. Check ad copy before advertisement appears
3. Offer suggestions to manager on items that should be advertised

---

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 132 (continued)

JOB TITLE: PROFESSIONAL SALESPERSON (FIRST STEP)
JOB NUMBER: 1X
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASK
S	E	S	E	S	E	
1	1	1	1	1	1	1. Give customers directions
1	1	3	1	1	1	2. Make customer exchanges
1	1	3	1	1	1	3. Give customer cash refunds or charge credits
1	1	2	1	2	1	4. Adjust customer's complaints and grievances
1	2	3	1	2	1	5. Give demonstrations
1	1	3	1	2	2	6. Supply customer with information by telephone
1	1	1	1	1	2	7. Advise customer on current fashions

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 133

JOB TITLE: PROFESSIONAL SALESPERSON (SECOND STEP)
JOB NUMBER: 1X
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E**	
2	1	1	1	1	1. Specializes in selling a certain type of merchandise or group of related merchandise
2	2	1	1	2	2. Develops a customer following who can be called and informed of new merchandise
1	1	1	1	2	3. Is adept at suggestion selling and nearly always increases the amount of the sale
1	1	1	2	2	4. Informs buyer of stock shortages
1	1	1	2	2	5. Informs buyer of merchandise running low
3	1	3	1	2	6. Keeps stock neatly arranged
3	1	3	1	2	7. Keeps counters and display fixtures clean and attractive
2	3	1	1	2	8. Helps with attractively displaying merchandise in the department
1	1	1	1	1	9. Explains merchandise benefits and its qualities
1	1	1	1	1	10. Explains care of merchandise and demonstrates uses of merchandise
1	1	1	1	1	11. Directs customers to other areas and services in the store
2	1	1	1	1	12. Deals with customers on an individual basis, analyzing their needs and desires, showing and demonstrating merchandise to fulfill their needs and properly guiding them into the purchasing of the merchandise
2	1	1	1	1	13. Writes salescheck quickly and accurately
3	1	2	2	1	14. Wraps packages
2	1	1	1	1	15. Rings sales on cash register
2	1	1	1	1	16. Handles "closing out" procedures at day's end by ringing off and clearing register, totaling day's receipts and turning in money to cashier
2	1	1	1	1	17. Calls credit authorization to approve customer charges
1	1	1	1	1	18. Calls attention to new merchandise
1	2	1	1	2	19. Calls attention to sale merchandise
2	1	1	2	1	20. Trades up during a sale by emphasizing qualities of higher priced merchandise
2	1	1	1	1	21. Advises customer as to current fashions and styles
2	1	1	1	1	22. Sells by telephone
3	1	1	1	1	23. Gives customer cash refund or charge credit on returned merchandise
2	2	2	2	2	24. Takes inventory of stock
2	1	1	1	2	25. Answers customer questions on advertised merchandise
2	2	1	1	1	26. Informs buyer of customer wants
2	1	2	2	2	27. Sponsors and trains new salespeople on the job

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

** Follow-up interview with supervisor was not conducted.

TABLE 133 (continued)

JOB TITLE: PROFESSIONAL SALESPERSON (SECOND STEP)
JOB NUMBER: 1X
SPECIFIC JOB DUTIES

TASKS ADDED BY INTERVIEWEES:

1. Designs window valances for customers
2. Gathers merchandise to be returned to manufacturer
3. Arranges for home installations of merchandise when necessary
4. Presents new merchandise to salesforce
5. Suggests and recommends merchandise for displays
6. Helps determine the best location and arrangement for merchandise in the department
7. Analyzes stock control books to determine quantities of merchandise available

TABLE 134

RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E**	
3	1	1	1	3	1. Set up department displays of merchandise determined by buyer
3	3	1	2	2	2. Set up merchandise on shelves or floor attractively and neatly

TASKS ADDED BY INTERVIEWEES:

1. Suggest to display personnel timely or in-season displays for the department
2. Help set up window displays of merchandise for his department

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 134 (continued)

JOB TITLE: PROFESSIONAL SALESPERSON (SECOND STEP)
JOB NUMBER: 1X
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E**	
2	2	3	3	2	1. Rearrange stock in department
2	2	3	3	1	2. Correct stock control books from stock counts
2	2	3	3	2	3. Take physical stock inventory
2	2	3	3	2	4. Check on and inspect stock for damages or shortages

RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E**	
3	3	1	1	2	1. Supply customers information on advertised items
3	3	2	1	2	2. Display advertised merchandise in the department
3	3	1	2	2	3. Promotes advertised merchandise
3	3	2	2	2	4. Fill telephone or mail orders in response to ads
3	3	1	1	2	5. Read your own and competitor's newspaper ads

TASKS ADDED BY INTERVIEWEES:

1. Check back-up stock on advertised merchandise before an ad breaks

2. Verify the prices of advertised merchandise

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 134 (continued)

JOB TITLE: PROFESSIONAL SALESPERSON (SECOND STEP)
JOB NUMBER: 1x
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E**	
3	2	2	1	1	1. Give customers directions
3	2	1	2	2	2. Make customer exchanges
3	2	1	1	2	3. Give customer cash refunds or charge credits
1	2	2	1	2	4. Adjust customer's complaints and grievances
3	3	2	2	3	5. Gift-wrap customers packages
3	2	2	2	3	6. Give demonstrations
3	2	1	1	2	7. Supply customer with information by telephone
3	2	1	1	2	8. Advise customer on current fashions

TASKS ADDED BY INTERVIEWEES:

1. Give home installation estimates and make decorating consultations

---

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 135

JOB TITLE: ADVERTISING MANAGER
JOB NUMBER: 42
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond	Roanoke	Wytheville	CRITICAL TASKS
E	E	E**	
1	2	2	1. Plans or assists in planning an advertising program to promote the sale of the retail store's merchandise and products
1	2	2	2. Consults with business management and/or merchandising management to develop promotional plans or special events
1	2	2	3. Consults with display director to coordinate display and advertising themes
1	2	2	4. Plans advertising policies of the store and arranges for their execution
1	1	2	5. Allocates advertising space to departments according to their needs
1	2	1	6. Confers with newspapers, radio and television stations and advertising agencies to negotiate advertising contracts
1	1	1	7. Supervises workers in the advertising department engaged in making up and illustrating ads
3	1	2	8. Reviews and approves television and radio programs and advertising proofs before their release
1	1	2	9. Suggests additions to or changes in advertising copy and design to improve final presentation
1	1	2	10. Develops ad layouts
1	1	2	11. Writes advertising copy
1	2	2	12. Secures merchandise illustrations, mats, etc. from manufacturers
1	1	3	13. Either sketches or supervises the sketching of the original merchandise
1	1	1	14. Keeps records of past advertisements and their performance
1	1	1	15. Analyzes the performance and effectiveness of previous advertisements for guidance in planning future ads

TASKS ADDED BY INTERVIEWEES:

1. Meets with buyer or sales manager one half week before ad breaks for corrections and adjustments
2. Supervises production of Christmas, White Sales, Spring, Notions catalogs
3. Supervises handling of mail enclosures
4. Consults with display manager to coordinate advertising and display themes

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* Interviews with supervisors of these workers were not conducted; "E" indicates the employee in the job selected for study.

** Person interviewed is store manager.

TABLE 136

JOB TITLE: ADVERTISING MANAGER
JOB NUMBER: 42
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond	Roanoke	Wytheville	CRITICAL TASKS
E	E	E**	
2	3	2	1. Coordinate displays with ads
1	1	1	2. Keep result files on department ads
1	1	1	3. Read your own and competitor's newspaper ads

TASKS ADDED BY INTERVIEWEES:

1. Buy radio and television advertising through advertising agency

---

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 137

DEPARTMENT STORE PERSONNEL CONTACTS
(All Jobs in Department Store Category)

STORE PERSONNEL CONTACTS	JOBS*															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	1x	42
1. Salesperson	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2. Stockpeople	X	X	X	X	X			X	X	X	X	X	X	X	X	
3. Assistant Buyer	X			X	X	X	X	X	X	X	X	X	X	X	X	
4. Buyer	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5. Merchandise Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
6. Department Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
7. Receiving Clerk		X	X	X	X				X		X	X	X	X	X	
8. Markers	X	X	X	X	X							X	X	X	X	
9. Checker/Inspector		X										X	X	X	X	
10. Wrapper/Packer			X	X	X								X	X	X	
11. Deliverymen			X	X	X								X	X	X	
12. Traffic Management			X										X	X	X	
13. Credit Authorization Personnel	X	X	X		X	X	X	X							X	
14. Credit Interviewer			X		X		X	X							X	
15. Credit Manager or Assistant			X		X	X	X	X					X		X	
16. Bill Adjustment Personnel		X	X		X	X	X	X							X	
17. Payroll Clerk		X	X	X	X		X	X					X	X	X	
18. Section or Service Manager																
19. Advertising Personnel		X	X	X	X		X		X	X	X				X	X
20. Display Personnel	X	X	X	X	X		X	X	X	X	X		X	X	X	X
21. Personal Shoppers					X	X	X									
22. Maintenance Crew	X	X	X	X	X		X	X	X	X	X	X	X		X	
23. Telephone Operator	X	X	X		X	X	X	X		X		X	X		X	
24. Personnel Director or Employment Manager		X	X	X	X	X	X	X		X				X	X	
25. Statistical Manager																
26. Sales Audit Manager					X		X									
27. Manager, Accounts Payable			X		X		X									
28. Clerical		X			X	X	X	X							X	
29. Secretary		X			X	X	X	X							X	
30. Interior Decorator															X	
31. Alterations personnel	X	X	X	X	X		X								X	
32. Fashion Coordinator			X		X				X	X	X				X	

STORE PERSONNEL CONTACTS ADDED BY INTERVIEWEES:

1. Carpet installers
2. Reupholsterer
3. Mail order department personnel
4. Assistant store manager or store manager
5. Branch store managers
6. Delivery manager
7. Training department personnel
8. Warehouse personnel and manager
9. Controller
10. Manager of industrial sales
11. Carpenters

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* Jobs are identified in the Two-Step Career Continuum on p. 339.

TABLE 138

DEPARTMENT STORE OUTSIDE-OF-STORE CONTACTS
(All Jobs in Department Store Category)

OUTSIDE-OF-STORE CONTACTS	JOBS*														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	1x	42
1. Manufacturer representatives	X	X	X		X					X	X		X	X	X	
2. Newspaper, television, or radio personnel					X										X	X
3. Distributive Education Coordinators			X												X	
4. Competitive store personnel	X	X	X		X		X	X							X	
5. Truckmen												X	X	X		
6. Banking personnel						X	X	X								
7. Advertising agency personnel																X
8. Independent research director																
9. Customers		X	X	X	X	X	X	X	X	X	X	X	X	X	X	
10. Postal authorities							X						X	X		
11. Credit bureau personnel						X	X	X								

OUTSIDE-OF-STORE CONTACTS ADDED BY INTERVIEWEES:

1. Installation contractors
2. Carpet cleaning contractors
3. Charity organizations
4. Attorneys
5. Collection agencies
6. Employers of delinquent account customers
7. Service repairmen
8. Civic associations, schools, women's club groups

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* Jobs are identified in the Two-Step Career Continuum on p.339.

TABLE 140

DEPARTMENT STORE EQUIPMENT AND MATERIALS
(All Jobs in Department Store Category)

EQUIPMENT AND MATERIALS		JOBS *															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	1x	42
1.	Tagging or marking machines				X												
2.	Small floor trucks		X	X	X	X				X			X	X	X	X	
3.	Belt conveyer system													X	X		
4.	Telephone	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
5.	Sign holders	X	X	X	X	X				X	X	X				X	
6.	Display racks	X	X	X	X	X				X	X	X				X	
7.	Show cases		X	X	X	X											
8.	Pneumatic tubes																
9.	Charge plate stamper	X	X	X		X	X	X	X							X	
10.	Freight elevator				X								X	X			
11.	Comptometer																
12.	Adding machine		X	X			X	X	X				X	X	X		
13.	Price change clippers																
14.	Cash register	X	X	X		X										X	
15.	Mannequins		X	X	X	X				X	X	X				X	
16.	Bags and boxes for merchandise	X	X	X	X	X										X	
17.	Salescheck books	X	X	X		X										X	
18.	Customer credit books	X	X	X		X										X	
19.	Merchandise order forms		X	X		X										X	
20.	Signs	X	X	X	X	X				X						X	
21.	Typewriter						X	X	X		X	X					
22.	Duplicating machine								X								
23.	Charge plate producing machine																
24.	Filing equipment						X	X	X				X	X	X		
25.	Credit Application forms						X	X	X								
26.	Credit explanation folders (pamphlets)						X	X	X								
27.	Pressing equipment									X	X	X					
28.	Drawing board and equipment											X					
29.	Paint and brushes											X					
30.	Saws											X					
31.	Paper and board (of various weights)									X	X	X					
32.	Display backdrops									X	X	X					
33.	Carpenter equipment (hammer, nails, etc.)									X							
34.	Weighing machines and scales														X		
35.	Crates and cartons												X	X	X		
36.	Time clocks												X		X		
37.	Delivery trucks																
38.	Department identification tags												X		X		

EQUIPMENT AND MATERIALS ADDED BY INTERVIEWEES:

1. Merchandise return book
2. Staple gun
3. Uses an addressing machine

* Jobs are identified in the Two-Step Career Continuum on p. 339.

TABLE 140 (continued)

EQUIPMENT AND MATERIALS ADDED BY INTERVIEWEES (continued)

4. Merchandise sample books
5. Size measuring devices
6. Case cutters
7. Price marking machines
8. Ticket-making machines
9. Postage machine
10. Pin-on ticket machine
11. Gum sticker machine
12. Advertising supplies
13. Ad mats
14. Production Sheets
15. Advertising tear sheets
16. Advertising journals (record)
17. Sign printing machine
18. Billing machine
19. Cash register
20. Microfilm machine
21. Cleaning supplies
22. Wire snippers
23. Hydraulic jacks
24. Price change clippers
25. Paint brushes and paint
26. Ticket stub spindle or box

COMPETENCY CLUES

MERCHANDISE INFORMATION

Interviewees* indicated that they needed to know the following types of information concerning merchandise information in order to perform their job tasks:

1. The names of the brands or manufacturers
   1 2 3 4 5 9 10 13 14 1x

2. The uses of merchandise
   1 2 3 4 5 9 10 11 13 1x

3. Proper accessories for merchandise
   1 2 3 4 5 9 10 11 1x 42

4. The department from which merchandise comes
   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1x

5. The materials that go into the product
   1 2 3 5 9 11 1x

6. The newest developments in materials and new processes
   1 2 3 4 5 9 10 11 13 1x

7. The characteristics of a product or merchandise that give it customer appeal and salability
   1 2 3 4 5 9 10 11 1x

8. Available sizes of merchandise
   1 2 3 4 5 9 10 11 14 1x

9. How to suggest another size for correct fit
   1 2 3 5 9 1x

10. Latest colors in style
    1 2 3 4 5 9 10 11 1x

11. How to coordinate styles and colors
    1 2 3 4 5 9 10 11 1x

12. Latest styles of merchandise in your department
    1 2 3 4 5 9 10 11 1x 42

13. How to assemble merchandise
    1 2 3 4 5 9 10 11 1x

14. The durability or length of life of merchandise
    1 2 3 4 5 1x

15. Manufacturer guarantees
    1 2 3 5 1x

16. How to special order merchandise and approximate waiting time
    1 2 3 5 1x

17. How to care for merchandise and be able to clearly explain
    1 2 3 4 5 9 10 13 1x

18. How to properly display merchandise (hang, shelf, bin, model)
    1 2 3 4 5 9 10 11 1x

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* Numbers below each competency statement are identified in the Two-Step Career Continuum on p. 339.

COMPETENCY CLUES

STORE POLICIES AND PROCEDURES

Interviewees*indicated that they needed to know the following types of information concerning store policies and procedures in order to perform their job tasks:

1. Sales procedure
   1 2 3 5 8 9 1x
2. Merchandise protection
   1 2 3 4 5 10 11 12 13 14 1x
3. Credit authorization
   1 2 3 5 6 7 8 9 1x
4. Alterations procedure
   1 2 3 4 5
5. Receiving of merchandise
   1 2 3 4 5 12 13 14 1x
6. Returns to vendors
   2 3 4 5 8 10 12 13 14 1x
7. Customer complaints and returns
   1 2 3 5 6 7 8 1x
8. Training procedures
   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1x
9. Inventory control systems
   1 2 3 4 5 12 13 14 1x
10. Customer credit structure (types of credit)
    1 2 3 5 6 7 8 1x
11. Pricing merchandise
    2 3 4 5 8 12 13 14 1x
12. Personnel policies
    1 2 3 4 5 6 7 8 9 10 11 12 13 14 1x 42
13. Buying policies
    2 3 5 1x
14. Store advertising image and policies
    2 3 5 8 9 10 11 1x 42
15. Store display image and policies
    2 3 4 5 8 9 10 11 1x 42
16. Unit Stock control systems
    1 2 3 4 5 1x

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* Numbers below each competency statement are identified in the Two-Step Career Continuum on p. 339.

COMPETENCY CLUES

STORE POLICIES AND PROCEDURES
(continued)

COMPETENCY CLUES ADDED BY INTERVIEWEES:

1. Stays within the store's policies for collecting delinquent accounts
2. Fraudulent purchasing security policies
3. Lay-away procedures
4. Customer delivery procedures
5. Delivery service
6. Home installation policies and procedures
7. Delivery policies

DEPARTMENT STORE COMPETENCIES[7]

AREA OF ADVERTISING

Knowledges and Understandings:

1. Knowledge of the uses of promotional and institutional advertising.

   1 2 3 5 1X 9 10 11 6 7 8 42

2. Knowledge of the types of media that are available for advertising - periodicals (newspapers, magazines, trade journals), mass media (radio, t.v., billboards) and direct advertising (catalogs, circulars, letters).

   1 3 5 2 1X 42

3. Knowledge of prices, available sizes, colors, styles or models of merchandise being advertised in order to better promote or sell.

   1 2 3 4 5 9 10 11 1X

4. Knowledge of the merchandise features to analyze when making comparison shoppings of a competitor's merchandise.

   1 2 3 5 1X

5. Knowledge of the factors to consider when checking advertising proofs for corrections.

   2 3 5 1X 42

6. Knowledge of the purposes of ad illustrations.

   2 3 5 42

7. Knowledge of the relative cost of advertising in various media.

   3 2 5 42

8. Knowledge of the procedures for handling mail and telephone orders in response to ads.

   1 2 3 4 5 1X

9. Knowledge of the various methods which can be used to inform customers of special events.

   1 2 3 5 1X 42

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[7] Numbers below each competency indicate number of job which requires the competency. See page 339 for job numbers.

DEPARTMENT STORE COMPETENCIES

AREA OF ADVERTISING

Knowledges and Understandings:

10. Knowledge of the procedure for preparing an advertising budget and schedule that will apportion ad money for its most effective use.

3 5 42

11. Knowledge of the purposes of advertising such as build customer traffic, build a reputation for the store, stabilize sales volume and introduce new products.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X
42

12. Knowledge of the significance of brand names in that they are likely to create customer preference and establish a company or product in the public mind.

1 2 3 4 5 1X 42

13. Knowledge of the types of information or events which might be of interest to the public from a public relations or publicity standpoint.

5 3 42

14. Knowledge of the supply of merchandise available to back up an ad effectively.

1 2 3 4 5 1X

15. Knowledge of the ways in which past advertisements can be helpful in planning future ads.

2 3 5 1X 42

16. Knowledge of how to select merchandise for advertising that is both seasonal and timely.

2 3 5 42

17. Understanding that an appealing advertising headline gains the customer's attention.

2 3 5 1X 42

20. Knowledge of how to evaluate the effectiveness of various advertising media for merchandise being advertised.

2 3 5 42

34. Knowledge of the uses of color in advertising.

2 3 5 42

35. Knowledge of the methods of printing.

42

DEPARTMENT STORE COMPETENCIES

AREA OF ADVERTISING

Skills:

1. Skill in keeping personnel informed of sales promotion activities within the store.

   2 3 5 1X 10 11 8

2. Skill in studying specific information in ads and using the advertised facts effectively in selling.

   1 2 3 5 1X

3. Skill in evaluating the effectiveness of advertising in terms of sales and costs.

   2 3 5 42

4. Skill in working effectively with advertising and display departments to plan and carry out special advertising or display within the department.

   2 3 5 1X

5. Skill in correctly informing customers of the location of advertised merchandise within the store.

   1 2 3 5 1X 4 9 10 11 6 7 8

6. Skill in preparing information for advertising copy that will create customer desire.

   2 3 5 1X 42

7. Ability to use promotional, institutional or a combination of promotional and institutional advertising to best promote merchandise, services and store image.

   3 5 42

8. Ability to select merchandise for advertising that is seasonal and timely.

   2 3 5 42

9. Skill in analyzing past advertisements for their effectiveness and for guidance in palnning future ads.

   2 3 5 1X 42

10. Ability to prepare an advertising budget and schedule for a department which apportion ad money for its most effective use.

    3 5 42

11. Ability to inform customers of special events or promotions within the store.

    1 2 3 5 1X 42

12. Skill in checking advertising proofs for corrections, omissions and additions.

    2 3 5 1X 42

DEPARTMENT STORE COMPETENCIES

AREA OF ADVERTISING

Skills:

13. Ability to make comparison shoppings of a competitor's merchandise.

1 2 3 5 1X

14. Skill in selecting the best medium for the type advertising to be done.

2 3 5 42

15. Skill in coordinating national or chain advertising with the on-floor selling activities.

2 3 5

16. Skill in planning an advertising program that will best meet the needs of all the departments in the store.

42

18. Skill in developing ad layouts.

42

19. Skill in writing advertising copy.

42

20. An ability to select advertising media best suited to the product, merchandise or service being advertised.

42

21. Ability to develop or select ad illustrations which will best create interest and desire for the merchandise being advertised.

42

22. Ability to select type for an ad which compliments the merchandise being advertised.

42

Attitudes:

1. Attitude that although advertising's ultimate goal is to sell goods and services, the salesperson usually must complete the sale.

1 2 3 5 1X

2. Attitude that good advertising will help increase sales for a department or store by creating interest and desire in customers.

1 2 3 5 1X 42

DEPARTMENT STORE COMPETENCIES

AREA OF ADVERTISING

Attitudes:

3. Attitude that an awareness of competitors' advertised merchandise - its prices and competitive selling features - is beneficial in selling one's own merchandise.

   1 2 3 5 1X

4. Attitude that the available quantities of advertised merchandise should be checked before an ad breaks.

   1 2 3 5 1X

5. Attitude that advertising helps to build customer loyalty for the store and for individual departments.

   1 2 3 4 5 9 10 11 1X 42

6. Attitude that advertising presells goods and services to the customer making the customer easier to sell once she is in the store.

   1 2 3 5 1X 42

7. Attitude that advertising helps stabilize volume by maintaining interest during a slow selling period (example: white sales in January).

   1 2 3 5 1X 42

8. Attitude that effective advertising builds goodwill in customers.

   1 2 3 5 1X 42

9. Attitude that advertising can be developed to produce immediate sales or create a favorable attitude toward the store for future sales.

   2 3 5 1X 42

10. Attitude that advertising, to be effective, must be supplemented by attractive displays, a well-informed and intelligent sales force and prompt, courteous service.

    1 2 3 5 4 1X 9 10 11 42

11. Attitude that it is necessary to know facts about merchandise being advertised such as prices, brand names, available sizes, colors, styles and models in order to better promote or sell it.

    1 2 3 4 5 9 10 11 1X

12. Attitude that advertising's effectiveness is strengthened with skillfully coordinated displays of the merchandise being advertised.

    1 2 3 4 5 9 10 11 1X 42

DEPARTMENT STORE COMPETENCIES

AREA OF ADVERTISING

Attitudes:

13. Attitude that newspaper advertising must be read in order to keep informed of the advertising done by one's own store and its competitors.

    1 2 3 4 5 1X 42

14. An appreciation for advertising in its role as mass seller, bringing together buyer and seller and helping promote mass distribution for an economy geared to mass production.

    1 2 3 4 9 10 11 1X 42

15. Attitude that past advertisements should be analyzed for their effectiveness and as a guide in planning future ads.

    2 3 5 1X 42

16. Attitude that advertising is a form of preselling - a tool which catches attention, arouses interest, creates desire and induces action.

    1 2 3 5 1X 42

23. Attitude that advertising budgets and schedules should be based on factual information and sound judgment.

    3 5 42

32. Attitude that a pre-planned advertising program will best meet the needs of the entire store.

    42

33. Attitude that advertising, to be successful, must be believed by the customer.

    2 3 5 42

DEPARTMENT STORE COMPETENCIES[7]

AREA OF COMMUNICATIONS

Knowledges and Understandings:

1. Knowledge of how to suggest changes to management.

   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X
   42

2. Knowledge of how to use written communications in forms and reports.

   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X
   42

3. Knowledge of the correct forms used in business letter writing.

   2 3 5 6 7 8 11 14 42

4. Knowledge of how to address other people in a business-like manner whether they are customers, fellow employees, supervisors or management.

   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X
   42

5. Knowledge of how to communicate to others sufficient motivation to encourage them to work willingly.

   2 3 5 7 8 10 11 13 14 42

6. Knowledge of how to interview tactfully charge account applicants, obtaining all necessary data.

   6 7 8

7. Knowledge of the differences that exist in communications used in selling over the telephone and over the counter.

   1 2 3 5 1X

8. Knowledge of the approaches which can be used in assigning duties and delegating authority so that everything is completely clear.

   2 3 5 10 11 13 14 42

9. Knowledge of the situations in which to use a technical language or commonly understood language.

   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

10. Knowledge of when to keep communications confidential.

    1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

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[7] Numbers below each competency indicate number of job which requires the competency. See page 339for job numbers.

DEPARTMENT STORE COMPETENCIES

AREA OF COMMUNICATIONS

Knowledges and Understandings:

12. Knowledge of adult training classes offered for store employees and distributive workers by the local public school system and other agencies in the community.

3 5 8 11 14 42

13. Knowledge of the important benefits - both short-and long-range - derived from keeping the public as much aware of the store's image as possible.

3 5 8 11 42

14. Understanding that controlling grievances within the organization, employees should be given timely information concerning policies and procedures.

3 5 8 11 14 42

16. Understanding that the supervisor in his contact with new customers, new employees, new vendors and new situations must bring the organization's general policies down to specifics.

3 5 8 11 14 42

17. Understanding that communications in assigning work means a constant striving for clarity.

2 3 5 7 8 10 11 13 14 42

18. Understanding that valuable information can be gained by reading manufacturer's handtags, labels and directions.

1 2 3 5 4 9 10 11 12 13 14 1X 42

19. Understanding that since interpretations placed on the spoken work vary with different people, one must be careful to speak so that correct interpretation can be made by individual listeners.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

Skill:

1. Skill in using the telephone correctly and most effectively.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

2. Skill in receiving or giving telephone orders, complaints and messages.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

3. Skill in satisfactorily handling customer inquiries for general information.

1 2 3 4 5 6 7 8 9 10 11 1X

DEPARTMENT STORE COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

4. Skill in interpreting store policies to customers.

1 2 3 1X 5 6 7 8

5. Skill in interpreting monthly billing statements to customers.

6 7 8

6. Skill in listening to and following directions.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

7. Skill in using the terminology of distribution and developing a vocabulary descriptive of the product or service being sold.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

8. Skill in writing point-of-sale sign copy which is effective in conveying a sales message to the customer.

2 3 5

9. Skill in effective use of speech and vocabulary.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

10. Skill in selecting and using words suitable to the nature of the article of merchandise or service being sold.

1 2 3 5 1X

11. Skill in interpreting management's policies to employer and employees' problems to management.

2 3 5 7 8 10 11 13 14 42

12. Skill in writing saleschecks legibly so that errors in delivery, quantities sent and amounts charged for can be eliminated.

1 2 3 5 1X

13. Skill in writing purchase orders legibly so that errors in quantities, shipping, and pricing information can be eliminated.

2 3 5 1X

14. Skill in communicating effectively with customers, co-workers and supervisors.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

15. Skill in interpreting and explaining time payment principles that apply to various credit arrangements.

6 7 8

DEPARTMENT STORE COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

16. Skill in compiling several reports into a composite report, statement or presentation for management.

3 5 8 11 14 42

17. Skill in listening to customers' names and addresses and writing them correctly.

1 2 3 4 5 6 7 8 1X

18. Skill in writing grammatically correct, attention-getting advertising copy.

2 3 5 42

19. Skill in developing descriptive phrases and sentences to be used in selling the merchandise in the department or store.

1 2 3 5 1X

20. Skill in writing informative and effective business letters.

2 3 5 6 7 8 11 14 42

21. Skill in helping customers to fill out credit application forms.

1 6 7 8 1X

22. Skill in communicating a sufficient understanding of the terms and limits of different type accounts to credit applicants.

1 6 7 8 1X

23. Skill in determining the reason for a customer's complaint on billing, adjusting the complaint and tactfully informing the customer of the adjustment.

6 7 8

24. Ability to talk clearly and pleasantly, conveying spirit and enthusiasm in one's speech.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

25. Ability to assist with training or teaching others.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

26. Ability to convey directions and instructions clearly to employees.

2 3 5 7 8 10 11 13 14 42

27. Ability to conduct effective department employee meetings.

3 5 8 11 14 2 7 13 42

DEPARTMENT STORE COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

28. Ability to interpret to management the progress of a certain department, system or function within the store.

2 3 5 8 11 14 42

29. Ability to stimulate customer interest with trademark slogans and similes.

1 2 3 4 1X 42

30. Skill in translating technical words concerning an item of merchandise into the customer's language.

1 2 3 5 1X 42

Attitudes:

1. Attitude that the ability to communicate skillfully in good English is essential to a person's business advancement.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

2. Attitude that poor or awkward grammar lowers store personnel, store image and merchandise value in the estimation of the customer.

1 2 3 4 5 6 7 8 9 10 11 1X

3. Attitude that an inter-store news medium is an excellent way to keep employees informed of changing policies, individual and employee activities and coming events.

3 5 8 11 14 42

4. Attitude that in distributive occupations the "spoken word" is an important tool of the trade.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

5. Attitude that active membership in trade associations provides excellent opportunities for learning of trends and advanced methods in department store operations.

3 8 11 14 42

6. An awareness that fashion and style information, product knowledge and business trends can be obtained by reading trade and business journals and publications.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

7. An awareness that the voice can be used to express conviction and convey confidence.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

DEPARTMENT STORE COMPETENCIES

AREA OF COMMUNICATIONS

Attitudes:

8. Attitude that the tone of voice can express sincere welcome and eagerness to be of service.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

9. An appreciation of the value of correct enunciation and pronunciation in speaking.

1 2 3 1X 5 6 7 8 9 10 11 12 13 14 42

10. An awareness that the use of terms of "endearment" lowers the merchandise, the salesperson and the store's image in the estimation of the customer.

1 2 3 5 1X

11. Belief that the voice is an important medium through which selling is accomplished.

1 2 3 5 6 7 8 1X

12. A feeling that voice tone quality enhances the value of the merchandise described.

1 2 3 5 1X

13. An awareness of the importance of adequate merchandise knowledge in telephone selling.

1 2 3 5 1X

14. Attitude that by listening "with a sensitive ear" one can often detect true sources of complaints or grievances among store personnel.

2 3 5 7 8 13 11 14 42

15. An awareness that nothing is quite so important or contagious as enthusiasm - for the store, for the merchandise and for customers.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

16. Belief that an important phase of management's responsibility in any organization is communication.

3 5 8 11 14 42

17. Belief that communication must be a two-way process between management and employees.

3 5 8 11 14 42

18. A relization that even in the most skillfully constructed communications misinterpretations will develop.

3 5 8 11 14 42

DEPARTMENT STORE COMPETENCIES

AREA OF COMMUNICATIONS

Attitudes:

19. Belief that management has a responsibility to keep informed of technical advances and new methods in marketing and distribution by reading trade journals and publications.

3 5 8 11 14 42

20. A realization that first impressions are important to the business and last impressions are longest remembered.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

21. Awareness that certain thoughtlessly used terms or words can be misinterpreted by the listener.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

22. Attitude that when assembling data on a particular retailing or distributive topic certain authorities in the field must be recognized.

3 5 8 11 14 42

23. A realization that gestures help convey feelings in spoken communications.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

24. Attitude that attending departmental or store-wide meetings is a good way to keep informed of promotions, changing methods and operating picture.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

25. Belief that communications between the various departments and divisions within a store will result in a more efficient operation with mutual benefits to all.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

26. Belief that since retail business organizations have many common goals and problems, they should maintain cordial and working relationships which will permit a flow of ideas among them.

3 5 8 11 14 42

DEPARTMENT STORE COMPETENCIES[7]

AREA OF DISPLAY

Knowledges and Understandings:

1. Knowledge of how to develop copy for point-of-sale signs.

   2 3 5 9 10 11 1X 42

2. Knowledge of the procedures for having point-of-sale signs printed.

   2 3 5 1X 9 10 11 42

3. Knowledge of the use of various types of display fixtures for the most advantageous display of merchandise.

   1 2 3 5 9 10 11 1X

4. Knowledge of how to employ seasonal or storewide themes in department displays.

   1 2 3 5 9 10 11 1X

5. Knowledge of how to prepare merchandise for display by pressing garments and accessorizing outfits.

   9 10 11

6. Knowledge of the housekeeping procedures necessary for the proper upkeep of department displays of merchandise.

   1 2 3 5 9 10 11 1X 4

7. Knowledge of the various types or arrangements of displays (pyramid and stair-step) which can be used in window or interior displays of merchandise.

   1 2 3 4 5 9 10 11 1X

8. Knowledge of the principles of color, harmony, balance and proportion in display construction.

   1 2 3 5 9 10 11 1X

9. Knowledge of the uses of price cards as "silent salesmen."

   1 2 3 5 9 10 11 1X

10. Knowledge of the ways to letter and design a simple sign.

    9 10 11 2 3 5 1 1X 42

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[7] Numbers below each competency indicate number of job which requires competency. See page 339 for job numbers.

DEPARTMENT STORE COMPETENCIES

AREA OF DISPLAY

Knowledges and Understandings:

11. Knowledge of how to use backgrounds in display construction that enhance, not detract, from the merchandise.

9 10 11

12. Knowledge of how to design and construct display fixtures.

10 11

13. Knowledge of how to plan and schedule displays and display themes in advance.

10 11 2 3 5

14. Knowledge of the ways to use display-lighting techniques most effectively.

9 10 11

15. Knowledge of current fashion and merchandise information necessary for effective and timely display.

9 10 11 2 3 5

16. Knowledge of the best locations within the store or department to place displays.

2 3 5 9 10 11

17. Knowledge of the uses which can be made of manufacturers' display aids.

1 2 3 5 9 10 11

18. Knowledge of the principles of mass display.

1 2 3 4 5 1X 9 10 11

19. Knowledge of the best arrangements for advertised merchandise on counters, tables or shelves.

1 2 3 4 5 9 10 11 1X

20. Knowledge of the ways to develop displays that feature merchandise as nearly as possible to the way it will be used.

1 2 3 5 9 10 11 1X

21. Knowledge of how to store and record the location of display fixtures or supplies so they are accessible for future use.

9 10 11

22. Knowledge of how to dress mannequins for displays.

1 2 3 5 4 9 10 11 1X

DEPARTMENT STORE COMPETENCIES

AREA OF DISPLAY

Knowledges and Understandings:

23. Knowledge of how to handle customer requests for clothes on mannequins or other merchandise on display.

1 2 3 4 5 9 10 11 1X

25. Knowledge of how to use available display space to the best advantage.

2 3 5 9 10 11

27. Knowledge of how to obtain maximum customer exposure to merchandise by arranging temporary displays of featured or sale items in other than normal department locations.

2 3 5

Skills:

1. Skill in arranging counter displays of merchandise.

1 2 3 5 9 10 11 1X

2. Skill in arranging attractive window displays.

9 10 11

3. Skill in rearranging or replacing merchandise sold from interior displays.

1 2 3 4 5 9 10 11 1X

4. Skill in selecting merchandise for display that is seasonal and timely.

2 3 5 9 10 11

5. Skill in displaying merchandise as it can be used.

1 2 3 5 9 10 11 1X

6. Skill in scheduling and featuring merchandise in displays at the same time it is being advertised.

2 3 5 9 10 11

7. Skill in dismantling displays so that neither the merchandise nor the fixtures will be damaged.

1 2 3 4 5 9 10 11 1X

8. Skill in developing the display arrangements for special events such as fashion shows and store-sponsored Christmas parades.

10 11

9. Skill in planning and developing major or seasonal storewide display themes.

11

DEPARTMENT STORE COMPETENCIES

AREA OF DISPLAY

Skills:

10. Skill in sketching and designing preliminary display sets.

    10 11

11. Skill in constructing difficult display fixtures or backgrounds.

    10 11

12. Skill in using mass display in setting up displays of large quantities of merchandise.

    1 2 3 4 5 9 10 11 1X

13. Skill in dressing mannequins for displays.

    1 2 3 4 5 1X 9 10 11

14. Skill in using display-lighting techniques most effectively.

    9 10 11

15. Skill in developing display signs for self-service of self-selection fixtures that provide the customer with the key features and selling price of the merchandise.

    1 2 3 5 9 10 11 1X

16. Skill in maintaining records of displays that can be used later as idea stimulators when similar merchandise is being displayed again.

    11 10

17. Skill in using manufacturers' display aids with discretion.

    2 3 5 9 10 11

18. Skill in using the best selling locations within the store or department to place effective displays.

    2 3 5 9 10 11

19. Skill in using related item or logical grouping display to make it easier for the customer to shop.

    2 3 5 9 10 11 1X 1

20. Skill in designing and constructing display fixtures.

    10 11

21. Skill in using price cards to emphasize the price of merchandise being shown.

    2 3 5 9 10 11

DEPARTMENT STORE COMPETENCIES

AREA OF DISPLAY

Skills:

22. Ability to construct background displays that will enhance, not detract from, the merchandise.

    9 10 11

23. Ability to letter and design a simple sign.

    1 2 3 5 1X 9 10 11 42

24. Skill in using color, harmony, balance and proportion in display construction.

    1 2 3 5 1X 9 10 11

25. Skill in obtaining and using current fashion and merchandise information necessary for effective and timely display.

    9 10 11

26. Skill in using various arrangements of merchandise in window or interior displays.

    1 2 3 4 5 9 10 11 1X

27. Skill in using various types of display fixtures for the most effective display of merchandise.

    1 2 3 5 1X 9 10 11

28. Skill in developing copy for point-of-sale signs.

    2 3 5 1X 9 10 11 42

Attitudes:

1. Attitude that good display of merchandise is a prime factor in developing a customer's interest.

   1 2 3 5 4 9 10 11 1X

2. Attitude that the more customer exposure merchandise has the more sales it should produce.

   1 2 3 4 5 9 10 11 1X

3. Attitude that self-selection merchandise must be properly signed or identified for greatest ease in customer selection.

   1 2 3 5 1X

4. Attitude that good display can be used to create prestige, obtain publicity, educate the public, introduce new styles, show new uses for goods and build goodwill.

   1 2 3 5 9 10 11 1X 42

DEPARTMENT STORE COMPETENCIES

AREA OF DISPLAY

Attitudes:

5. Attitude that displays tied in with local activities or seasonal events will create a favorable impression in the community.

   9 10 11

6. Attitude that displays should reflect the character of the store in both quantity and quality.

   9 10 11 1 1X 5 3 2

7. Attitude that displays should be changed often to maintain interest from customers.

   9 10 11 3 5 2

8. Attitude that open-back windows exposing an attractively displayed interior have a strong attracting power over passing customers.

   11

9. Attitude that customers, through their past selections, actually determine where merchandise should be placed in open displays.

   2 3 5 9 10 11

10. Attitude that color plays an important part in the customer's acceptance of merchandise.

    1 2 3 5 9 10 11 1X

11. Attitude that window or prime interior display space should not be used to dispose of slow-selling merchandise.

    2 3 5 9 10 11

12. Attitude that effective display of self-selection merchandise can reserve the salesperson's time for merchandise which requires selling aid.

    1 2 3 5 1X

13. Attitude that window display of merchandise should feature merchandise in which the public has demonstrated an interest.

    2 3 5 9 10 11

14. Attitude that an item of merchandise should be alloted display space based on its sales volume.

    2 3 5 10 11

15. Attitude that special displays can create a favorable price-image in the minds of customers.

    2 3 5

DEPARTMENT STORE COMPETENCIES

AREA OF DISPLAY

Attitudes:

16. Attitude that clean store display windows enhance the merchandise being shown.

    9 10 11

17. Attitude that display merchandise not quickly returned to selling departments usually increases inventory shortages.

    2 3 5 9 10 11

18. Attitude that attending display trade shows helps the manager purchase needed and desirable display fixtures, supplies and equipment.

    11

19. Attitude that the preparation for and setting up of displays must be supervised and approved for adherance to store promotional policies.

    9 10 11

20. Attitude that display requests from individual departments must be analyzed and correlated with the program of the advertising department.

    10 11 42

22. Attitude that when purchasing display supplies or fixtures the store's image must be considered.

    2 3 5 10 11

23. Attitude that good display (or visual merchandising) plays a major role in the volume movement of goods.

    2 3 5

24. Attitude that increased traffic from advertising, special promotions and sales can only be retained by the store presenting and displaying its products in a manner both pleasing and easy for the customer to shop.

    2 3 5

DEPARTMENT STORE COMPETENCIES[7]

AREA OF HUMAN RELATIONS

Knowledges and Understandings:

1. Knowledge of how to get results through people by practicing effective human relations.

   2 3 5 7 8 10 11 13 14 42

2. Knowledge of the factors which appear to affect employee morale.

   2 3 5 7 8 10 11 13 14 42

3. Knowledge of how to dress appropriately for the job and maintain a well-groomed appearance.

   1 2 3 4 5 6 7 8 9 10 11 12 14 1X 42 13

4. Knowledge of how to build morale in employees.

   2 3 5 7 8 10 11 13 14 1X 42

5. Knowledge of how to recognize the accomplishments of others.

   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

6. Knowledge of how to develop and maintain a pleasant working environment.

   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

7. Knowledge of how to be orderly and systematic.

   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

8. Knowledge of how to show an interest in others.

   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

9. Knowledge of how to build sound working relationships in "forced" associations.

   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

10. Knowledge of how to motivate others for best performance.

    2 3 5 7 8 10 11 13 14 1X 42

11. Knowledge of the evidences of poor morale - high personnel turnover, numerous grievances, increased absenteeism and tardiness and restriction of output.

    2 3 5 7 8 10 11 13 14 42

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[7] Numbers below each competency indicate number of job which requires the competency. See page 399 for job numbers.

DEPARTMENT STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Knowledges and Understandings:

12. Knowledge of morale as being the term frequently used to describe employee attitudes toward their jobs, employer and fellow employees.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

13. Understanding that supervisors or managers accomplish results by encouraging employees to work toward mutually beneficial objectives.

2 3 5 7 8 10 11 13 14 42

14. Understanding that a positive attitude is usually reflected in one's work.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

15. Understanding that the supervisor must help new employees adjust to their jobs, seeing that they are trained for the job and that they become acquainted with fellow employees.

3 5 8 11 14 2 7 10 13 42

16. Understanding that human relations in the retail organization consists of an interdependence with fellow employees, supervisors and customers.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

17. Understanding that personnel usually understand and comply more readily with policies and procedures which they have helped develop.

3 5 8 11 14 42

18. Understanding that employees will comply more readily with policies they understand.

3 5 8 11 14 42

20. Knowledge of the ways to effectively handle difficult customers.

1 2 3 5 1X

Skills:

1. Skill in developing and maintaining harmonious relationships.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

2. Skill in sponsoring new employees in the department or store.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

DEPARTMENT STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Skills:

3. Skill in working cooperatively with fellow employees, supervisors and management and being aware of their needs and motivations.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

4. Skill in maintaining an objective point of view in problem situations.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

5. Skill in maintaining good health for effective job performance.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

6. Skill in developing personality traits necessary for successful job performance.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

7. Skill in representing the business favorably to customers and outside business associates.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

8. Skill in adapting to the personality and needs of customers.

1 2 3 4 5 6 7 8 1X

9. Skill in avoiding misrepresentations of people, products and policies.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

10. Skill in selecting the right person to do a job, giving clear instructions and following up on instructions to see that they are properly carried out.

2 3 5 10 11 13 14 42

11. Skill in interviewing employees regarding corrections and grievances.

2 3 5 7 8 10 11 13 14 42

13. Skill in training employees and following-up on the effectiveness of training.

2 3 5 7 8 10 11 13 14 42

14. Skill in exercising self-control during trying situations.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

15. Skill in accepting criticism and turning it into a character-building element.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

DEPARTMENT STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Skills:

16. Skill in demonstrating initiative and creativity.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

17. Ability to determine which applicants shall be employed in order to best carry out business objectives.

3 5 8 11 14 42

18. Ability to follow-through on the initial experiences of new employees, determining whether they are to be retrained, transferred or released.

3 5 8 11 14 42

19. Ability to evaluate the abilities, interests and performance of employees in relation to possible advancement.

3 5 8 11 14 42

20. Ability to capitalize on the talents and attributes of employees both to their benefit and that of the store's.

2 3 5 7 8 10 11 13 14 42

21. Skill in adjusting to change.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

22. Ability to understand one's self.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

23. Skill in generating enthusiasm toward people.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

Attitudes:

1. Attitude that the store's personnel policies are established for the benefit of the store and the employee.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

2. Attitude that next to job performance, human relations is an employee's greatest responsibility.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

3. Attitude that the worker's satisfactory job performance includes not only what he does, but also how he influences other people, whether good or bad.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

4. Attitude that employee morale is a primary responsibility of management.

3 5 8 11 14 42

DEPARTMENT STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

5. Attitude that honesty and integrity are personality traits necessary in job situations such as record-keeping, time-keeping and stockkeeping in addition to jobs that require working with money.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

6. An awareness that understanding others and one's self is basic to working harmoniously together.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

7. Attitude that leadership concentrates on effective relationships with others, but is oriented toward making progress and achieving results.

3 5 8 11 14 42

8. A feeling that the effective supervisor must be a leader whose job is to achieve results through other people.

3 5 8 11 14 42

9. An awareness that an employee must be willing to accept and adjust to change.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

10. An awareness of the necessity to perform tasks in addition to one's job responsibilities when situations necessitate.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

11. A belief that a supervisor should set an example of personal work habits and character which employees can emulate.

2 3 5 7 8 10 11 13 14 42

12. An awareness that good personal appearance helps create effective customer impressions.

1 6 1X 4 5 7 8 2 3

13. A feeling that good human relations within a company builds good public relations.

3 5 8 11 14 42

14. An awareness that good human relations improves employee morale by encouraging cooperation, generating happiness and creating harmony.

2 3 5 7 8 10 11 13 14 42

15. An awareness that good human relations helps increase production by stimulating interest and creativeness in employees.

2 3 5 7 8 10 11 13 14 42

DEPARTMENT STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

16. An awareness that properly kept personnel records can create good employee relations and increase morale.

3 5 8 14 42

17. An awareness that creativity among store personnel should be rewarded.

2 3 5 7 8 10 11 13 14 42

18. A willingness to accept and put into practice the planned policies and procedures of management.

3 5 8 11 14 42

19. An awareness that good human relations depends on the personality factor and the adjustment of personalities.

2 3 5 7 8 10 11 13 14 42

20. A realization that employees' ideas often prove beneficial when incorporated into business operations.

2 3 5 7 8 10 11 13 14 42

21. A realization that employee morale is influenced by the supervisor's attitude.

3 5 8 11 14 42

22. Attitude that the store's participation in local community fund-raising events usually creates goodwill toward the store from the public.

3 5 8 11 14 42

23. A recognition that training contributes to the understanding by supervisors of personnel management and other managerial functions which they must perform.

2 3 5 7 8 10 11 13 14 42

24. An awareness that motivation is closely connected with communication.

2 3 5 7 8 10 11 13 14 42

27. A recognition of the need for joining and participating in meetings and activities which will improve personal and professional development.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

DEPARTMENT STORE COMPETENCIES[7]

AREA OF MATHEMATICS

Knowledges and Understandings:

1. Knowledge of how to adjust pricing errors on merchandise price tickets and how to record such errors in markdown or markup records.

   2 3 5

2. Understanding that a retail business firm's operating expenses include such expenses as payroll, buying expenses, promotional expenses, utilities, transportation, supplies and delivery.

   2 3 5 7 8 10 12 13 14 42

3. Understanding that a department's net sales are derived by subtracting customer returns and authorized price reductions from gross sales.

   2 3 5

4. Understanding that a department's gross margin should cover operating expenses and provide a percentage of profit.

   2 3 5

5. Knowledge of the procedures and factors involved in the retail and/or cash cost method of inventory.

   2 3 5

6. Knowledge of how to read and interpret a profit and loss statement.

   2 3 5

7. Knowledge of mathematical manipulations up to and including first degree algebraic expressions.

   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

8. Knowledge of how to determine a cash register error, the amount and how to correct it on the proper form.

   1 2 3 5 1X

Skill:

1. Skill in multiplying and extending figures with facility.

   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

2. Skill in adding columns of figures with facility.

   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

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[7] Numbers below each competency indicate number of job which requires the competency. See page 399 for job numbers.

DEPARTMENT STORE COMPETENCIES

AREA OF MATHEMATICS

Skills:

3. Skill in computing postal and mail charges for delivery of merchandise to customers.

   1 2 3 5 1X

4. Skill in reading and interpreting self computing scales that speed up mathematical procedures such as tax computation charts.

   1 2 3 5 6 7 8 12 13 14 1X 42

5. Skill in balancing cash and totaling sales for the department and/or cash register at the end of the day.

   1 2 3 5 1X

6. Skill in computing local, state and federal taxes which must be applied in the sale of goods.

   1 2 3 5 1X

7. Skill in accurately computing employee discounts, delivery charges, alteration charges and lay-away charges when writing out and computing saleschecks.

   1 2 3 5 1X

8. Skill in figuring markup percent on individual items, on merchandise orders and merchandise carried in stock throughout a designated period.

   1 2 3 5 1X

9. Skill in determining billed costs of merchandise after figuring quantity and trade discounts which the manufacturer offers.

   2 3 5

10. Skill in using and interpreting transportation rate schedules in determining transportation charges.

    12 13 1X 2 3 5 14

11. Skill in analyzing charts and graphs and interpreting the data.

    3 5 7 8 2 13 14 11 42

12. Skill in keeping stock control books - posting prices, styles, codes, sales, markdowns and merchandise returns.

    2 3 5

13. Skill in figuring "open-to-buy" in an effort to determine a department or store's overbought condition or money available for additional merchandise purchases within a planned period.

    2 5 3

DEPARTMENT STORE COMPETENCIES

AREA OF MATHEMATICS

Skills:

14. Skill in quickly figuring into which retail price line an item of merchandise will fall when quoted its cost price.

2 3 5

15. Skill in making change and using the cash register.

1 2 3 5 1X

16. Skill in selecting and analyzing pertinent factors from a statistical or written report.

3 5 8 11 14 42

17. Skill in figuring stock-to-sales ratios in an effort to maintain a department's or store's stocks in close relationship to its sales.

2 3 5

18. Skill in accurately calculating the exact amount of a customer's purchase.

1 2 3 5 1X

19. Skill in setting prices on goods and services that will cover the cost of operation and yield a profit.

2 3 5

20. Skill in using the mathematical factors necessary in setting up merchandise buying plans for a specified time.

2 3

21. Skill in using and translating percentages with facility.

2 3 5 4 7 8 11 13 14 1X 1 42

22. Skill in using such shipping terms as F.O.B. and C.O.D.

2 3 5 12 13 14

23. Ability to maintain mathematically correct stock control records.

2 3 5

24. Skill in figuring turnover and interpreting its relationship to department or store operating profits.

2 3

25. Skill in deriving the dollar figures for various factors in the retail and/or cost method of inventory.

2 3

DEPARTMENT STORE COMPETENCIES

AREA OF MATHEMATICS

Skills:

27. Skill in explaining time payment principles.

    6 7 8

Attitudes:

1. Attitude that carefully calculating the exact amount of a customer's purchase will prevent inventory shortages.

   1 2 3 5 1X

2. Attitude that open-to-buy is a guideline useful in merchandising a department profitably.

   2 3 5

3. Attitude that retail prices must be carefully placed on goods and services so as to cover the cost of operation and yield a profit.

   2 3 5

4. Attitude that merchandise buying plans for specified periods serve as guidelines for profitable operations.

   2 3 5

5. Attitude that careful use of the cash register will prevent inventory and money shortages.

   1 2 3 5 1X

6. Attitude that adequate turnover is closely related to operating profits.

   2 3 5

DEPARTMENT STORE COMPETENCIES[7]

AREA OF MERCHANDISING

Knowledges and Understandings:

1. Knowledge of the store's price line structure and pricing policies.

   1 2 3 5 1X 4 13 14 12

2. Knowledge of the ways prices psychologically affect consumers.

   1 2 3 5 1X 42

3. Knowledge of federal and state laws applicable to pricing.

   1 2 3 5 1X

4. Knowledge of the procedures for analyzing and interpreting past sales records and performance in planning future sales and making purchases.

   2 3 5

5. Knowledge of the uses of forms and records necessary in inventory control.

   2 3 5 1X 13 14

6. Understanding that stock counts are taken for inventory control purposes and for ordering purposes.

   1 4 2 3 5 1X

7. Knowledge of available resources and characteristics of individual manufacturing firms.

   2 3 5 1X

8. Knowledge of the procedure for properly recording the transfer of stock to branch stores to prevent inventory shortages.

   1 2 3 5 4 1X

9. Knowledge of the ways to handle special orders of merchandise for customers.

   1 2 3 5 1X

11. Knowledge of the store's methods or procedures used for changing retail stock prices up or down.

    1 2 3 4 5 1X 12 13 14

12. Knowledge of the procedures used in preparing merchandise plans by seasons.

    2 3

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[7] Numbers below each competency indicate number of job which requires the competency. See page 399 for job numbers.

DEPARTMENT STORE COMPETENCIES

AREA OF MERCHANDISING

Knowledges and Understandings:

13. Knowledge of the uses of a model (or basic) stock plan.

2 3 5

14. Knowledge of the usual or typical discounts and terms offered by manufacturers in the market from which the buyer purchases merchandise (example- 8/10 EOM).

2 3 5 14

15. Knowledge of how to locate and use sources of information on economic indicators to forecast expected sales.

2 3

16. Knowledge of vendors' terms and discounting policies.

2 3 14 5

17. Knowledge of how to determine and interpret current trends in sales, customer buying habits and styles.

2 3

18. Knowledge of the reasons for making returns of merchandise to manufacturers.

1 2 3 4 5 1X 12 13 14

19. Knowledge of the procedures involved in a merchandise count for physical inventory.

1 2 3 4 5 1X 12 13 14

20. Knowledge of the uses of unit control records in predicting trends in price lines, colors, types and sizes.

3 2 5

21. Knowledge of the ways to negotiate with manufacturers for the most advantageous advertising or promotional aid.

2 3 42

22. Knowledge of how to develop and submit departmental advertising plans for a coming season to management.

3 2 42

23. Knowledge of the ways to stimulate sales with timely advertising, markdowns, special sales and sales force incentives.

2 3 5

24. Knowledge of the ways to best use product information or merchandise training sessions provided by manufacturers to keep sales personnel up-to-date and customers well informed.

2 3 5

DEPARTMENT STORE COMPETENCIES

AREA OF MERCHANDISING

Knowledges and Understandings:

25. Knowledge of the factors such as transportation and discounts in addition to cost price of merchandise which affect the retail price of merchandise.

    2 3

26. Knowledge of the differences between the cost method and the retail method of inventory - the advantages and limitations of each.

    2 3

27. Knowledge of the elements involved in the retail method of accounting such as retail reductions, cost of goods sold and total merchandise handled.

    2 3 5

28. Knowledge of stock quantities necessary for seasonal or year-round selling.

    2 3 5

29. Understanding that for a buying trip into the market to be most advantageous, the buyer must lay out careful buying plans in advance and then systematically review merchandise lines and place orders while in the market.

    2 3

30. Knowledge of the ways to use a resident buyer or buying office to the best advantage.

    2 3 5

31. Knowledge of the store's procedures for recording markups and markdowns, additional markups and revisions of retail down.

    2 3 5 1 1X 4 12 13 14

32. Knowledge of the uses of the information available from unit inventory control systems.

    1 2 3 5 1X

33. Knowledge of the use of ticket stubs and special forms to keep records of merchandise sold by classification.

    1 2 3 5 4 1X

34. Knowledge of the term "open-to-buy" and the factors which influence it.

    2 3

DEPARTMENT STORE COMPETENCIES

AREA OF MERCHANDISING

Skills:

1. Skill in placing reorders as soon as the need is discovered to assure depth of stock in wanted merchandise.

   1 2 3 5 1X

2. Skill in interpreting consumer demand as it applies to the merchandise in the selling department.

   2 3 1 1X

3. Skill in keeping up-to-date on trends through trade journals, central buying office aids, etc.

   2 3 5 1X 1

4. Skill in maintaining a close relationship between stocks and sales.

   2 3 5 1X 1

5. Skill in considering the promotional possibilities of merchandise and making preliminary promotional plans when purchasing merchandise for resale.

   2 3

6. Skill in keeping informed of competitive conditions in the market area which the store serves.

   2 3 5

7. Ability to use the company's merchandise order forms.

   1 2 3 5 1X

8. Skill in making quality and style comparisons when buying merchandise for a particular classification.

   2 3

9. Skill in supervising the proper handling of merchandise between warehouse and/or parent store and branch stores to provide merchandise that is timely and protected from inventory losses.

   2 3 5

10. Skill in taking accurate stock counts of merchandise for ordering, inventory or unit book control correction purposes.

    2 1 3 4 5 1X 12 13 14

11. Ability to use "open-to-buy" and interpret the factors that influence it.

    2 3

DEPARTMENT STORE COMPETENCIES

AREA OF MERCHANDISING

Skills:

12. Ability to correctly change the prices of merchandise up or down.

    1 2 3 5 1X 4

13. Skill in recording the transfer of merchandise or stock to branch stores to prevent inventory shortages.

    1 2 3 4 5 1X

14. Ability to determine the quantity of merchandise to buy when purchasing new merchandise or reordering basic stocks.

    2 3 5 1X

15. Skill in determining stock quantities necessary for seasonal or year-round selling.

    2 3 5

16. Ability to interpret the elements involved in the retail method of accounting, such as, retail reductions, cost of goods sold and total merchandise handled.

    2 3 5

17. Skill in using product information or merchandise training sessions provided by manufacturers to keep sales personnel up-to-date and customers well informed.

    2 3 5

18. Skill in negotiating with manufacturers for the most advantageous advertising or promotional aid.

    2 3 42

19. Skill in using unit control records to predict trends in price lines, colors, types, sizes, etc.

    2 3

20. Skill in making effective use of current trends in sales, customer buying habits, styles, etc.

    2 3

21. Skill in preparing and maintaining a model (or basic) stock plan.

    2 3

22. Skill in using timely advertising, mark-downs, special sales and sales force incentives to stimulate sales.

    2 3 5

DEPARTMENT STORE COMPETENCIES

AREA OF MERCHANDISING

Skills:

23. Skill in developing departmental advertising plans for a coming season.

3 2 42

24. Skill in using a resident buyer or buying office to the best advantage.

2 3

25. Ability to use information on economic indicators to forecast expected sales.

2 3

26. Skill in preparing seasonal merchandise plans.

2 3

27. Skill in analyzing and interpreting past sales records and performance in planning future sales and purchases.

1 2 3 5 1X

28. Ability to determine the psychological effect of prices on a customer.

1 2 3 5 1X

29. Skill in using the cost method or the retail method of inventory.

2 3

30. Skill in scheduling stock counts to assure depth of stock in wanted merchandise.

2 3 5

31. Ability to participate in merchandise counts for physical inventories.

1 2 3 4 5 1X 12 13 14

32. Skill in handling special orders of merchandise for customers.

1 2 3 4 5 1X

33. Skill in interpreting vendors' terms and discounting policies.

2 3 14

34. Skill in using forms and records necessary in inventory control.

1 2 3 4 5 1X 12 13 14

35. Skill in interpreting and using the information available from unit inventory control systems.

2 3 5 1X

DEPARTMENT STORE COMPETENCIES

AREA OF MERCHANDISING

Skills:

36. Skill in comparing merchandise costs and such factors as transportation, and discounts affecting the retail price.

    2 3

37. Ability to make decisions on styles, quantities, colors, sizes, delivery dates, etc., while working "in the market" which will help fulfill the needs of the predetermined merchandise plan.

    3 2

38. An ability to keep records of merchandise sold by classification - use of ticket stubs or special forms.

    2 3 5

39. The ability to effectively analyze proposed merchandise purchases by other management personnel, either authorizing, revising or rejecting the proposed purchase in light of sales and stock conditions.

    3

Attitudes:

1. Attitude that stockkeeping errors or losses affect company profits.

   1 2 3 4 5 1X 12 13 14

2. Attitude that complete assortments of wanted merchandise must be maintained at all times to stimulate best sales.

   1 2 3 5 1X

3. Attitude that the buyer must be kept informed of low quantity points of staple stocks.

   1 2 3 4 5 1X

4. Attitude that one must keep informed of manufacturers' or resources' products and lines of merchandise which can be valuably used by the retailer.

   2 3

5. Attitude that a good market reputation is a priceless asset for a buyer.

   3 2

7. Attitude that a buyer or manager who spends as much time as possible on the selling floor maintains a customer contact which is necessary for a good merchandising job.

   2 3 5

DEPARTMENT STORE COMPETENCIES

AREA OF MERCHANDISING

Attitudes:

8. Attitude that a buyer or manager should spend as much time as possible on the selling floor, supervising the selling of merchandise and further developing salespeople.

   2 3 5

9. Attitude that a balanced stock is the basis of good merchandising in that maximum volume, customer goodwill, satisfactory profit, minimum investment and rapid turnover can be achieved.

   2 3 5

10. Attitude that the character of the retail business helps determine what proportion of promotional merchandise activity versus staple merchandise appeal should be carried out.

    3 2

11. Attitude that before buying merchandise, its salability (past, present and potential), comparative market value, competitive elements and amount of stock on hand and on order must be considered.

    2 3 5 1X

12. Attitude that merchandise packaging possibilities (promotional features, increased salability and adaptability to present department fixtures) must be considered at the time of purchase.

    2 3

13. Attitude that the prompt payment for purchases from manufacturers provides a profit cushion (cash discount) which is often the difference between profit and loss for a department or store.

    2 3 5 14

14. Attitude that the store's branch or suburban stores must be visited by the buyer frequently enough to maintain good relations, determine merchandise needs and provide merchandising suggestions and help.

    2 3

15. Attitude that the customer is the determining factor in buying merchandise for a retail store or department.

    2 3 5 1X

16. A belief that if the store is to get its share of the business in its market area, merchandise must be bought and sold at competitive prices.

    3 2 5

DEPARTMENT STORE COMPETENCIES

AREA OF MERCHANDISING

Attitudes:

17. A belief that unit inventory control book systems must be kept up-to-date if they are to be useful in planning and making purchases.

2 3 5 1X

18. Attitude that manufacturer representatives are a source of market, merchandise and product information and consumer information.

2 3 5

19. Attitude that the company's restrictions, policies and procedures for buying are set up to protect the buyer, the store and the manufacturer.

1 2 3 5 1X

20. Attitude that one must be constantly alert to discover "hot items" and follow through with additional merchandising and promotional activities.

2 3 5

DEPARTMENT STORE COMPETENCIES[7]

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

1. Knowledge of the procedures in analyzing and aging customer accounts for the store's use and use by the credit bureau.

   6 7 8

2. Knowledge of the store's billing procedures.

   6 7 8

3. Knowledge of how to follow-through on references given by credit applicants.

   6 7 8

4. Knowledge of how to deal with slow payers or non-collectable credit accounts.

   6 7 8

5. Knowledge of how to convert or transfer customer charge accounts from one type to another.

   6 7 8

6. Knowledge of how to make a customer charge plate or card.

   6 7 8

7. Knowledge of how to handle and record customer payments of bills.

   6 7 8

8. Knowledge of how to interpret credit policies to customers when opening accounts.

   6 7 8 1 2 3 1X

9. Knowledge of how to work effectively with credit bureaus to supply and receive credit reference information vital to the store and the credit bureau.

   6 7 8

10. Knowledge of how to discuss delinquent accounts with a customer, keeping that person's goodwill.

    6 7 8

11. Knowledge of how to maintain a working environment where employees can have a sense of security and reasonable freedom from worry.

    2 3 5 7 8 10 11 13 14

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[7] Numbers below each competency indicate number of job which requires the competency. See page 399 for job numbers.

DEPARTMENT STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

12. Knowledge of how to help each employee have a feeling of pride in his company and the worthwhileness of his work.

2 3 5 7 8 10 11 13 14 42

13. Knowledge of the ways to make job orientation for new employees friendly, skillful and adequate.

3 2 5 7 8 10 11 13 14 42

14. Knowledge of the methods of training which can be used, such as telling, showing, demonstration and dramatization.

3 5 8 11 14 2 7 10 13 42

15. Knowledge of how to plan workforce budgets and schedule employee working hours, lunch hours and reliefs.

2 3 5 7 8 10 11 13 14 42

16. Understanding that a personnel organization by showing lines of authority and responsibility can be used in hiring and training as well as in increasing employee morale.

3 5 8 11 14 42

17. Knowledge of the store's procedures for evaluating employees.

3 5 8 11 14 42

18. Knowledge of how to use the store's policies for making decisions on hiring, promoting or dismissing employees.

3 5 8 11 14 42

20. Knowledge of local and national economic factors such as strikes and demonstrations which may influence one's business.

2 3 5 8 14 11 7 10 13 42

21. Knowledge of the functions of store maintenance.

1 13 2 14 3 1X 5 42 6 7 8 9 10 11 12

22. Understanding that proper care of store equipment and proper stock arrangements can help prevent accidents.

1 14 2 3 1X 4 42 5 6 7 8 9 10 11 12 13

DEPARTMENT STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

23. Knowledge of how to plan and develop a workable six-month or yearly budget for a sales-supporting department.

8 11 14 42

24. Understanding that although management plans expense control budgets, the actual control must be carried out by the cooperative effort of all store employees.

1 2 3 4 1X 42 5 6 7 8 9 10 11 12 13 14

25. Understanding that seemingly small savings in some expense areas can mean a substantial gain in profits.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

26. Understanding that careful use of supplies will help control expenses.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

27. Knowledge of the customer gift wrapping services available - those that are free and those charged for.

1 2 3 5 1X

28. Knowledge of how to authorize customer checks according to the store's policy.

1 2 3 5 6 7 8 1X

29. Understanding that mail and telephone order services not only build customer goodwill but also help increase sales.

1 2 3 4 5 1X

30. Knowledge of the availability and location of customer facilities.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

31. Knowledge of the types of delivery systems available for use by stores such as independently owned, central delivery, parcel post and express.

3 5 2

32. Knowledge of the ways to develop department or store merchandise arrangements in relation to floor space expense, potential sales and profits.

3 5 2

33. Knowledge of the factors which influence store arrangement and layout.

3 5 11 2 14

DEPARTMENT STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

34. Understanding that impulse and convenience goods are located on lower floors or near the entrance while staple or shopping goods are located to the back or on upper floors.

1 2 3 5 9 10 11 1X

35. Knowledge of the factors which influence both the area and site location of retail stores.

3 5 8 11 14

36. Knowledge of the most efficient methods to wrap and/or pack customers' purchases.

1 2 3 4 5 1X

37. Understanding that efficient wrapping and packing depends heavily on the best location of wrapping and packing units, careful selection of equipment and supplies and proper training of personnel.

3 5

38. Understanding that prepackaging of merchandise by either the retailer or the manufacturer helps by speeding up selling service, reducing damages and handling costs,and eliminating packing activities.

1 2 3 5 12 13 14 1X

39. Knowledge of how to "close out" the department at the end of a selling day.

1 2 3 5 1X

40. Knowledge of how to record and report federal and state sales taxes.

1 2 3 5 1X

41. Knowledge of procedures for reporting and handling damaged merchandise.

1 2 3 4 5 1X 12 13 14

42. Knowledge of how to requisition and obtain supplies needed by the department such as salescheck books, wrapping supplies and report forms.

2 3 5 42 7 8 10 11 13 14

43. Knowledge of how to use sales sheets in the reporting of daily sales in a department.

1 3 2 5 1X

44. Knowledge of the amount on-hand of various items which is considered an adequate supply.

1 2 3 5 1X

DEPARTMENT STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

45. Knowledge of the procedures involved in checking merchandise in against an invoice.

1 2 3 4 5 12 13 14 1X

46. Knowledge of the procedures for handling incorrect amounts or types of merchandise received.

2 3 5 12 13 14

47. Knowledge of the uses of forms and reports necessary in stockkeeping.

1 4 1X 12 2 3 5 13 14

48. Knowledge of the bookkeeping and accounting process which accompanies the receiving and marking system.

2 3 5 12 14 13

49. Knowledge of the procedures for filing claims for merchandise damages, shortages and overcharges on carriers or manufacturers.

2 3 5 13 14

50. Knowledge of how to follow through on non-delivered or lost merchandise.

2 3 5 12 13 14

51. Knowledge of how to operate price-marking machines.

1 2 3 4 5 1X 12 13 14

52. Knowledge of how to put price tickets on various types of merchandise.

1 2 3 4 5 1X 12 13 14

53. Knowledge of the various modes of transportation used in shipping merchandise from vendor to store.

2 3 5 12 13 14

54. Knowledge of the terms used in connection with the merchandise receiving and marking process such as buyer's order, invoice, apron, price code, blind check, receiving record, bill of lading, vendor and vendee.

1 2 3 5 4 12 13 14 1X

55. Knowledge of various types of storage - within-store (stockroom), outside-the-store (warehouse), and returned goods.

1 2 3 4 5 12 13 14 1X

DEPARTMENT STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

56. Understanding that the chief duties of the reserve stock division are to store merchandise according to some accessible arrangement and send merchandise to the selling floors as it is required.

2 3 5 12 13 14

58. Knowledge of how to contend with cases of shoplifting according to the store's policies and procedures.

1 2 3 4 5 1X

59. Knowledge of how to handle employee complaints and grievances, maintaining an objective point-of-view.

2 3 7 8 10 11 13 14 42

67. Knowledge of how to take care of employees' and customers' accidents in the store.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

70. Knowledge of the names and purposes of significant professional associations - local, state and national - that are of interest to retail management.

3 5 8 11 14 42

73. Knowledge of how to control expenses in order to provide the highest possible profit.

2 3 5

76. Knowledge of how to unload delivery trucks quickly and efficiently, placing items in their proper position in the stock area.

12 13 14

81. Knowledge of the intangibles of business such as human relations factors, long-run economic factors and innovations which may influence business.

2 3 5 8 7 10 11 13 14 42

Skills:

1. Skill in working effectively with credit bureaus to supply and receive credit reference information vital to the store and the credit bureau.

6 7 8

2. Skill in accurately handling and recording customer payment of bills.

6 7 8

3. Skill in tactfully handling slow-payers or non-collectible credit accounts.

6 7 8

DEPARTMENT STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

4. Skill in determining when to take legal action with delinquent accounts.

   7 8

5. Skill in planning credit promotions that are timely and worthy of customer interest.

   8 3

6. Skill in keeping informed of state and federal laws concerning credit.

   6 7 8

7. Skill in making a decision on accepting or rejecting a credit application after analyzing the determining factors.

   7 8

8. Skill in using credit department equipment such as billing or posting machines, addressing machines, comptometers, microfilm machines and charge plate stampers.

   6 7 8

9. Skill in analyzing and aging accounts for the store's use and use by the credit bureau.

   6 7 8

10. Skill in sending out billing statements according to the store's customer credit operation.

    6 7 8

11. Skill in answering the charga-phone, determining whether a new charge can be made to a customer's account and giving the salesperson approval or rejection of the charge.

    6 7 8

12. Skill in selecting and using the methods of training best suited to individual situations.

    2 3 5 8 11 14 7 10 13

13. Ability to make job orientation for new employees friendly, skillful and adequate.

    2 3 5 7 8 10 11 13 14 42

14. Skill in carefully selecting and placing employees in jobs which they are physically, mentally and emotionally equipped to perform.

    3 5 8 11 14 42

15. Ability to select those persons most nearly qualified for employment when recruiting potential employees.

    3 5 8 11 14 42

DEPARTMENT STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

16. Ability to observe and evaluate the operations of similar stores in an attempt to increase efficiency in one's own store operation.

3 5 8 11 14 42

17. Ability to determine in various situations the most efficient way to get the job accomplished.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

18. Skill in handling and caring for store equipment.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

19. Ability to locate or place stock and fixtures within a department to facilitate customer service, increase merchandise protection, eliminate employee and customer hazards and permit ease of restocking.

1 2 3 5 1X

20. Skill in transferring stock to branch stores so that it remains in good selling condition.

1 2 3 4 5 1X

21. Skill in recognizing and handling shoplifting.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X

22. Skill in properly packing or wrapping merchandise being returned to a vendor.

1 2 3 4 5 1X 12 13 14

23. Skill in determining shipping and receiving discrepancies and taking the proper action.

2 3 5 13 14 12 1 1X

24. Skill in quickly routing merchandise from the receiving dock to the proper selling department or its designated stock area in the warehouse.

12 13 14

25. Skill in determining the priority for processing (in receiving and marking) merchandise.

13 14 3 5 2

26. Skill in keeping informed of new developments in shipping, receiving and marking methods and facilities, adapting those which will prove beneficial to the store.

14

DEPARTMENT STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

27. Skill in determining routing and quantities for transportation of goods to keep transportation costs to a minimum.

    13 14 2 3 5

28. Skill in following through on non-delivered or lost merchandise.

    2 3 5 12 13 14

29. Skill in handling incorrect amounts or types of merchandise received.

    2 3 5 12 13 14

30. Skill in accurately checking merchandise in against an invoice.

    1 2 3 4 5 12 13 14 1X

31. Skill in putting price tickets on various types of merchandise.

    1 2 3 4 5 1X 12 13 14

32. Skill in operating price-marking machines.

    1 2 3 4 5 1X 12 13 14

33. Skill in developing and maintaining department or store merchandise arrangements in relation to floor space expense, potential sales and profits.

    3 5 2

34. Skill in planning and developing a work force budget and scheduling employee working hours, lunch hours and reliefs.

    2 3 5 7 8 10 11 13 14 42

35. Skill in planning and developing a workable six-month or yearly budget for a sales-supporting department.

    8 11 14

37. Skill in determining, setting up and interpreting to employees those store policies and procedures that will be most beneficial to the operation of the business and to store personnel.

    3 5 8 11 14 42

38. Skill in keeping informed of developments and trends which will affect present and future store operations.

    3 5 8 11 14 42

DEPARTMENT STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

44. Ability to anticipate changes in customer shopping habits, changes in local market conditions, etc., that will demand changes in buying, operations, and personnel scheduling.

3 5 8 11 14 42

45. Skill in planning and organizing work.

3 5 8 11 14 2 7 10 13 42

51. Ability to tactfully identify mistakes employees have made and help them constructively correct them.

2 3 7 8 10 11 13 14

56. Ability to determine when additional employees are needed in order to accomplish desired business objectives.

3 5 8 11 14 42

Attitude:

1. An awareness of the advantages of credit to the store - produces sales that might never have been made, increases the number of sales per customer and attracts a better type of customer to the store.

1 2 3 5 6 7 8 1X

2. An awareness of the advantages of credit to the customer - smooths out irregularities of purchasing power, is a shopping convenience, etc.

1 2 3 5 6 7 8 1X

3. Attitude that store management must continuously study and evaluate its credit policies and procedures, making changes or adjustments as needed.

7 8

4. Attitude that proper records of collections must be maintained.

6 7 8

5. Attitude that salesepople must be supplied with credit information, especially changes in credit policies.

7 8 3 5 2

6. Belief that each employee should be made to feel his efforts are really appreciated.

2 3 5 7 8 10 11 13 14 42

7. Belief that careful and thoughtful consideration should be given to the probable effect each rule, notice and practice will have on the feelings of all concerned.

3 5 8 11 14 42

DEPARTMENT STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

8. Belief that employees should have a part in planning those things which affect their working conditions.

   2 3 5 7 8 10 11 14 13 42

9. Belief that there should be a constant and intelligent effort on the part of management to be absolutely fair in every practice and policy.

   3 5 8 11 14 42

10. Attitude that conditions should be such that working proves to be a satisfying social experience as well as a means of making a livelihood.

   3 5 8 11 14 42

11. Belief that efficient individual workers and an organization that functions smoothly are usually outcomes of effective employee training.

   3 5 8 11 14 2 7 10 13 42

12. Attitude that salespeople must be continuously informed of new merchandise, new styles and merchandising trends through individual or group training.

   2 3 5

13. Attitude that salaries, commissions, bonuses and quotas have a direct influence on customer treatment and interpersonal relations of department personnel.

   2 3 5

14. Attitude that it is management's responsibility for providing job knowledge and incentive through training.

   3 5 8 11 14 42

15. Attitude that management,supervisors and employees require a framework of policies and procedures within which to operate.

   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

16. Attitude that a well-kept store is a primary means of attracting and holding business.

   1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

17. Belief that employees must be trained with regard to safety measures and accident prevention.

   3 5 8 11 14 2 7 10 13 42

18. A realization that expenses are an influential factor in merchandising profitably.

   2 3 5

DEPARTMENT STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

19. An awareness that customer facilities help meet competition, encourage one-stop shopping and attract customers to the store.

    1 2 3 4 5 6 7 8 1X

20. An awareness that special customer services and accomodations build customer goodwill and help increase sales.

    1 2 3 4 6 5 7 8 10 11 12 13 14 1X 42

21. An awareness of the part delivery service plays in promoting good public relations for the store.

    1 2 3 5 1X

22. An awareness that to improve delivery service, transactions should be recorded accurately and legibly and delivery dates promised carefully.

    1 2 3 5 1X

23. An appreciation of the importance of location to the success of a store.

    1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

24. An awareness that a personnel organization enables the policies of the firm to be carried out and enables each person employed to make a contribution to its successful operation.

    1 2 3 4 5 6 7 8 9 10 11 12 13 14 1X 42

25. Attitude that lines of authority should be followed, so that a department head or supervisor's position may not be weakened by management dealing directly with employees on matters that are logically in the supervisor's domain.

    2 3 5 7 8 10 11 13 14 42

26. An awareness that to prevent shortages, merchandise being returned to vendors must be correctly recorded in inventory control records.

    1 2 3 5 1X 14 4

27. Attitude that complete records should be kept of all incoming merchandise for store protection.

    2 3 5 12 13 14

28. Belief that a plan of recruitment is necessary to fill the job openings within a retail store.

    3 5 8 11 14 42

DEPARTMENT STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

29. Attitude that employee morale can be maintained and payroll savings brought about by carefully scheduling and budgeting employee working hours.

2 3 5 7 8 10 11 13 14 42

34. Attitude that a good supervisor must also be an effective teacher or trainer.

2 3 5 7 8 10 11 13 14 42

45. Attitude that customer relations can be maintained at a high level by scheduling personnel for adequate sales floor coverage.

2 3 5

50. Attitude that damaged or soiled merchandise must be kept at a minimum to protect the store's profit picture.

1 2 3 4 5 9 10 11 12 13 14 1X

52. Attitude that employees must be made aware of sales, profits, margins, expenses, etc., in order to gain their cooperative effort in striving for best possible profits.

3 5

53. Attitude that established methods should be constantly questioned and new ideas incorporated to improve service to the customer.

2 3 5 7 8 10 11 13 14

54. Attitude that employees must be made alert to property protection and store security by supplying them information concerning fire and general safety regulations and procedures.

2 3 5 7 8 10 11 13 14 42

57. Attitude that an awareness of consumer buying motivations is especially helpful in planning space allocations, display units and sales promotion.

2 3 5 10 11 42

58. Attitude that the interests of the business can be effectively promoted by active participation in merchants' associations and local community project activities.

3 5 11 8 42

61. Attitude that it is necessary to take certain business risks in order to incorporate improved operations and increase business.

3 5 8 11 14

DEPARTMENT STORE COMPETENCIES[7]

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Knowledges and Understandings:

1. Knowledge of the ways to interpret the features of a product in terms of benefits to customers.

   1 2 3 5 9 10 11 1X 42

2. Understanding that since sizes vary according to manufacturers and price lines, it is necessary to judge each customer's size requirements.

   1 2 3 5 1X

3. Knowledge of the ways to show that an item of merchandise is suited for the purpose the customer has in mind.

   1 2 3 5 1X

4. Knowledge of sources of merchandise information such as the merchandise itself, handtags and labels, leaflets, box covers and price tags.

   1 2 3 4 5 9 10 11 12 13 14 1X 42

5. Knowledge of the delivery area served by the store, delivery schedules and delivery charges.

   1 2 3 4 5 1X

6. Knowledge of the ways to handle merchandise when placing it in stock or on display as well as how to keep it clean.

   1 2 3 4 5 1X

7. Knowledge of the various locations of merchandise on the selling floor and in reserve stock.

   1 2 3 4 5 1X

8. Knowledge of the sizes, colors, styles and prices in which merchandise is available.

   1 2 3 4 5 1X

9. Knowledge of substitute items that are used for formerly well-known products, what they are substitutes for and superior points of the substitute.

   1 2 3 5 1X

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[7] Numbers below each competency indicate number of job which requires the competency. See page 399 for job numbers.

DEPARTMENT STORE COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Knowledges and Understandings:

10. Knowledge of the uses of specific merchandise and differences between similar articles so that merchandise may be selected to meet a customer's needs.

1 2 3 5 IX

11. Knowledge of the values of advertising information to the salesperson.

1 2 3 5 1X 42

12. Understanding that adequate merchandise information will enable the salesperson to increase sales as well as his earning capacity.

1 2 3 5 1X

13. Understanding that merchandise information is a useful tool in opening a sales conversation with a customer.

1 2 3 5 1X

14. Understanding that merchandise guarantees and directions protect both the customer and the store and help increase sales.

1 2 3 5 1X

15. Knowledge of current merchandise fashion trends, product innovations, etc.

1 2 3 5 1X 42

16. Knowledge of the product features and customer acceptance of competing products.

1 2 3 5 1X

17. Knowledge of protective measures behind standards, grades and labels.

1 2 3 5 1X

18. Understanding that grades may be expressed by letters or words.

1 2 3 4 5 12 13 14 1X

19. Understanding that labels taking the form of tags, stamps, wrappers. etc., identify products as to their content.

1 3 2 5 1X 42

20. Understanding that brand or trade names identify products by producer or distributor.

1 2 3 4 5 1X 42

3

DEPARTMENT STORE COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Knowledges and Understandings:

21. Understanding that brand or trade names are an advertising device used to encourage customer retention.

1 2 3 5 1X 4 42

22. Understanding that standardization provides a basis upon which grading can be determined and aids customers in buying goods and services to fit their needs.

1 2 3 5 1X

23. Knowledge of various governmental, state and local laws regarding standards.

2 3 5

24. Knowledge of the provisions in the Pure Food, Drug and Cosmetic Act.

1 2 3 5 1X

25. Knowledge of Federal Trade Commission protective measures as they apply to various products.

1 2 3 5 1X

26. Knowledge of the various agencies that give protection to the customer in his buying.

1 2 3 5 1X

Skill:

1. Skill in analyzing a product in relation to current trends such as fashion or style, innovations and novelty appeal so that a better job of selling can be done.

1 2 3 5 1X

2. Skill in knowing what to look for when making comparison shoppings of competitor's merchandise.

1 2 3 5 1X

3. Skill in analyzing merchandise returned as unsatisfactory by customers to determine reasons for poor performance.

1 2 3 5 1X

4. Skill in using facts about the merchandise itself when helping a customer make a buying decision.

1 2 3 5 1X

DEPARTMENT STORE COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Skills:

5. Skill in keeping an accurate record of the supply of merchandise on hand and/or the amount to reorder.

   2 3 5

6. Skill in expressing customer benefits that accompany merchandise selling features.

   1 2 3 5 1X 42

7. Skill in building a sales talk around merchandise selling features.

   1 2 3 5 1X

8. Skill in carefully wrapping and packing the customer's purchase according to size, shape and weight of the item purchased.

   1 2 3 4 5 1X

9. Skill in showing to customers the points of superiority of one's own product in comparison to competing stores' products.

   1 2 3 5 1X

10. Skill in interpreting merchandise guarantees and directions to customers.

    1 2 3 5 1X

11. Skill in using facts from merchandise advertisements during sales.

    1 2 3 5 1X

12. Skill in quoting to customers accurate delivery dates and charges.

    1 2 3 4 5 1X

13. Ability to fit customers with correct sizes when selling articles of clothing.

    1 2 3 5 1X

14. Ability to use grades as selling points in answering customers' questions.

    1 2 3 5 1X

15. Ability to help a customer buy intelligently with the use of stamps, tags, wrappers, etc., attached to merchandise.

    1 1X 2 3 5

16. Skill in maintaining a usable bank of product knowledge, selecting that which can be used with individual customers.

    1 2 3 5 1X

DEPARTMENT STORE COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Skills:

17. Ability to use brand or trade names to help customers identify and select products or merchandise.

    1 2 3 4 5 1X

18. Skill in selecting and quoting factual comments about certain products.

    1 2 3 5 1X 42

20. Ability to translate merchandise label information into selling points.

    1 2 3 5 1X 42

Attitude:

1. Attitude that a continual program of training and retraining employees with product knowledge must be carried out.

   2 3 5

2. Attitude that a familiarity with trade journals will supplement product, merchandise and service knowledge as well as identify current business trends.

   1 2 3 4 5 9 10 11 1X

3. Attitude that a salesperson must have sufficient knowledge of the merchandise he sells in order to answer a customer's questions satisfactorily.

   1 2 3 5 1X

4. Attitude that adequate merchandise knowledge creates in the salesperson enthusiasm for his goods and adds to his self-confidence.

   1 2 3 5 1X

5. Attitude that usually services and benefits are sold rather than goods or merchandise.

   1 2 3 5 1X 42

6. Attitude that merchandise information is obtainable from customers, competitors, sales representatives, producers, fellow sales employees and supervisors.

   1 2 3 4 5 9 10 11 1X

7. Attitude that keeping informed of merchandise and product information makes the sales supporting job more interesting.

   6 7 8 9 10 11 12 13 14 4

8. Belief that adequate merchandise information will help increase sales and promote better customer relations.

   1 2 3 5 1X

DEPARTMENT STORE COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Attitudes:

9. Belief that adequate merchandise information will build customer confidence in the merchandise as well as in the store.

   1 2 3 5 1X

10. Attitude that specific merchandise information may be found in advertisements.

    1 2 3 5 1X

11. Attitude that merchandise information can be gained by handling merchandise and by using it.

    1 2 3 5 1X

DEPARTMENT STORE COMPETENCIES[7]

AREA OF SELLING

Knowledges and Understandings:

1. Knowledge of the ways to show or display merchandise to create interest and desire in customers.

   1 2 3 5 1X

2. Knowledge of the ways to demonstrate merchandise to create interest and desire in customers.

   1 2 3 5 1X

3. Knowledge of how to get merchandise into the customer's hands to create desire and attachment to the item.

   1 2 3 5 1X

4. Knowledge of how to provide information about merchandise which will create desire or interest in customers.

   1 2 3 5 1X

5. Knowledge of how to suggest related items, accessory items or larger quantities to customers in order to increase the amount of the sale.

   1 2 3 5 1X

6. Knowledge of how to handle individual differences in customers.

   1 2 3 5 1X

7. Knowledge of the ways to help a customer make a buying decision.

   1 2 3 5 1X

8. Knowledge of the customer approaches such as greeting, merchandise service or combination which may be used when opening a sale.

   1 2 3 5 1X

9. Knowledge of the procedures involved in conducting a cash sale transaction.

   1 2 3 5 1X

10. Knowledge of the procedures for conducting a charge sale transaction.

    1 2 3 5 1X

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[7] Numbers below each competency indicate number of job which requires the competency. See page 399 for job numbers.

DEPARTMENT STORE COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

11. Knowledge of how to properly handle charge plates during a charge sales transaction.

1 2 3 5 1X

12. Knowledge of how to operate a cash register correctly.

1 2 3 5 1X

13. Knowledge of the store's procedures for handling merchandise being returned by the customer for exchange, cash refund or charge credit.

1 2 3 5 1X

14. Knowledge of how to make change and count it back to the customer.

1 2 3 5 1X

15. Knowledge of the procedures to use when writing out saleschecks.

1 2 3 5 1X

16. Knowledge of the ways to determine how and when to close a sale.

1 2 3 5 1X

17. Knowledge of the importance of credit as a selling tool.

1 2 3 5 1X

18. Knowledge of how to translate product knowledge into customer benefits.

1 2 3 5 1X 42

19. Knowledge of the ways to handle customer complaints according to store policy.

1 2 3 5 1X

20. Knowledge of the store's credit policies, terms and credit plans.

1 2 3 5 1X

21. Knowledge of how to handle sales where merchandise alterations are needed.

1 2 3 5 1X

22. Knowledge of department and merchandise locations within the store.

1 2 3 5 1X

23. Knowledge of the selling features of products and/or services.

1 2 3 5 1X

24. Understanding that customer loyalty can be built with timely merchandise and friendly service.

1 2 3 5 1X

DEPARTMENT STORE COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

25. Understanding that stock shortages and overages are created by ringing an incorrect amount for a sale on the cash register or ringing the sale onto the wrong department key.

    1 2 3 5 1X

26. Knowledge of how to analyze customer needs.

    1 2 3 5 1X

27. Knowledge of how to handle C.O.D. sales, lay-away sales and installment credit sales.

    1 2 3 5 1X

28. Knowledge of how to process checks received in payment for merchandise purchased.

    1 2 3 5 1X

29. Knowledge of the store's delivery schedule.

    1 2 3 5 1X

30. Knowledge of the store's policies concerning Will-call or Lay-away Department.

    1 2 3 4 5 1X

31. Knowledge of how to fill mail or telephone orders for merchandise.

    1 2 3 4 5 1X

33. Knowledge of how to prepare or organize stock for accurate and fast counting during an inventory.

    1 2 3 5 4 1X

34. Knowledge of how to arrange stock in a selling department by color, size, style, price, etc.

    1 2 3 4 5 1X

35. Knowledge of how to best utilize selling space with volume or best sellers.

    1 2 3 5 1X

36. Knowledge of the housekeeping duties which must be performed in connection with proper stock care.

    1 2 3 4 5 1X

37. Knowledge of how to make minor repairs to merchandise to return it to selling condition.

    1 2 3 5 1X 12 13 14

DEPARTMENT STORE COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

38. Understanding that a combination of seeing, hearing and participation on the part of the customer helps strengthen a sales presentation.

1 2 3 1X 5

39. Understanding that effectively handling merchandise builds respect for the goods in the customer's mind and helps to emphasize value.

1 2 3 1X 5

40. Understanding that the effects of underselling are often as harmful as overselling.

1 2 3 5 1X

Skills:

1. Skill in remembering customers' names when serving them.

1 2 3 5 1X

2. Skill in distinguishing a customer's personal characteristics while talking to him.

1 2 3 5 1X

3. Skill in meeting sales quotas.

1 1X

4. Skill in remembering personal information about individual customers.

1 2 3 5 1X

5. Skill in determining when to approach a customer to open a sale.

1 2 3 5 1X

6. Skill in showing a genuine interest in the customer's problem.

1 2 3 5 1X

7. Skill in determining where the customer is in his thinking and proceeding to assist him through the remaining decisions in the buying process.

1 2 3 5 1X

8. Skill in opening a sales conversation with a suitable statement or remark.

1 2 3 5 1X

9. Skill in determining customers' wants and desires during a sale.

1 2 3 5 1X

DEPARTMENT STORE COMPETENCIES

AREA OF SELLING

Skills:

10. Skill in suggesting to customers items of merchandise or services that can be substituted for the unavailable or desired ones.

1 2 3 5 1X

11. Skill in listening for indications regarding the prices a customer wants to pay during a sale.

1 2 3 5 1X

12. Skill in relating merchandise benefits to a customer's needs when talking about it.

1 2 3 5 1X

13. Skill in sensing a customer's objections and handling them as effectively as possible.

1 2 3 5 1X

14. Skill in suggesting larger quantities, related goods and additional goods in an effort to increase the average sale.

1 2 3 5 1X

15. Skill in closing a sale with a statement appropriate to the occasion or the season.

1 2 3 5 1X

16. Ability to effectively suggest advertised merchandise from one's own department or other departments in the store that might satisfy the needs of the customer.

1 2 3 4 5 1X

17. Skill in locating stock on the selling floor, in an understock or a reserve stock.

1X 2 3 4 5 1

18. Ability to determine how to handle individual situations in which merchandise is being returned for exchange, cash refund or charge credit.

1 2 3 5 1X

19. Ability to treat customers with courtesy even though they don't buy, hoping that they will return to buy at some future date.

1 1X 5 2 3

20. Skill in determining the best location and arrangement of stock on the selling floor, in an understock or a reserve stock.

2 3 5 1X 4

DEPARTMENT STORE COMPETENCIES

AREA OF SELLING

Skills:

21. Skill in coordinating merchandise with related items in an attempt to increase the amount of the sale.

1 2 3 5 1X

22. Ability to determine the buying motives of customers and then appeal to them.

1 2 3 1X 5 42

23. Ability to question, observe and listen in order to complete a successful sale.

1 2 3 5 1X

24. Ability to provide customers "facts and benefits" with discretion, analyzing and judging their reactions.

1 2 3 5 1X

25. Ability to engage appropriate timing in every phase of the sales presentation.

1 2 3 5 1X

26. Skill in packing or wrapping a customer's purchase whether it is a take-with purchase or one to be delivered.

1 2 3 5 1X

27. Ability to efficiently handle a cash register.

1 2 3 5 1X

28. Ability to efficiently handle charge sales transactions.

1 2 3 5 1X

29. Ability to efficiently handle a cash sale transaction.

1 2 3 5 1X

30. Skill in helping a customer make a buying decision.

1 2 3 5 1X

31. Ability to get merchandise into the customer's hands to create desire and attachment to the item.

1 2 3 5 1X

DEPARTMENT STORE COMPETENCIES

AREA OF SELLING

Skills:

32. Skill in demonstrating merchandise in the ways it may be used by the customer.

1 2 3 5 1X

33. Skill in showing or displaying merchandise in a way that creates interest and desire in customers.

1 2 3 5 1X

34. Skill in determining when and how to close a sale.

1 2 3 5 1X

35. Ability to determine the correct change and count it back to a customer during a cash sale according to company procedures.

1 2 3 5 1X

36. Ability to tactfully handle difficult customers.

1 2 3 5 1X

37. Skill in properly writing out saleschecks.

1 2 3 5 1X

38. Ability to serve customers in the manner or style that management desires.

1 2 3 5 6 7 8 1X

43. Ability to determine quickly when price changes are necessary to meet competition.

2 3 5

47. Ability to rotate coded items to the front so that older merchandise is sold first.

1 2 3 4 5 1X

Attitudes:

1. A feeling that each customer is an "individual."

1 2 3 5 1X

2. A feeling that the customer needs the service or product being offered.

1 2 3 5 1X

3. A feeling of sincere interest in customers and their problems.

1 2 3 5 1X

DEPARTMENT STORE COMPETENCIES

AREA OF SELLING

Attitudes:

4. A belief that the job of selling contributes to the well-being of customers.

1 2 3 5 1X

5. A strong interest in the merchandise or service being sold.

1 2 3 5 1X

6. A conviction that selling is important to the customer, to the store and to the economy.

1 2 3 5 1X

7. A feeling that value is added to merchandise that is handled with care and respect.

1 2 3 5 1X

8. A feeling that genuine enthusiasm for merchandise during a sale will help create desire or interest in the customer.

1 2 3 5 1X

9. Attitude that customers' objections must be handled and overcome with respect.

1 2 3 5 1X

10. Attitude that a customer's complaint is an excellent opportunity to build goodwill.

1 2 3 5 1X

11. Attitude that good display of merchandise is a prime factor in developing a customer's interest.

1 2 3 5 1X

12. Attitude that suggestion selling is a service to the customer and also increases volume and profits.

1 2 3 5 1X

13. Attitude that the act of selling is helping the customer obtain maximum personal satisfaction for money spent.

1 2 3 5 1X

DEPARTMENT STORE COMPETENCIES

AREA OF SELLING

Attitudes:

14. Attitude that basic product information is necessary to demonstrate good selling practices.

1 2 3 5 1X

15. Attitude that sufficient understanding of a firm's policies is necessary to truly represent the viewpoint of management to customers.

1 2 3 5 1X

16. A realization of the importance of the salesperson's position in regard to his public relations function.

1 2 3 5 1X

17. Attitude that the amount of time needed to help one customer make a decision in purchasing an identical article may be double or triple that of another.

1 2 3 5 1X

18. Attitude that today's customer keeps up-to-date on recent developments, is often presold when she arrives in the store, is alert to new ideas, wants facts about the merchandise and expects wide assortments.

1 2 3 5 1X

19. Attitude that today's customer chooses the store where shopping conditions are most pleasant.

1 2 3 5 1X

20. Attitude that the customer - by his very act of complaining - is giving the store an opportunity to correct a possible fault in its operation.

2 3 5 7 8

21. A feeling of pride in being a salesperson.

1 1X

22. A belief that to avoid confusing the customer a reasonable number of an item should be shown at one time.

1 2 3 5 1X

23. Attitude that stocks which are kept fresh and tidy are a true asset during a sale.

1 2 3 5 1X

24. A belief that one must know the merchandise being featured in interior and window displays in order to do an adequate selling job.

1 1X 2 5 3

DEPARTMENT STORE COMPETENCIES

AREA OF SELLING

Attitudes:

25. Attitude that customers should be approached promptly and not be kept waiting.

1 2 3 5 1X

26. A belief that one should live up to promises made to customers.

1 2 3 5 1X

27. A belief that one should take advantage of sales training opportunities.

1 2 3 5 1X

28. An awareness that each salesperson should attempt to meet his sales quota in order to meet established job performance.

1 2 3 5 1X

29. Attitude that in selling, one is appealing to such fundamental human wants as security, love and power.

1 2 3 5 1X

30. Attitude that the buyer or department manager must be promptly informed of items not in stock for which customers ask.

1 1X

31. Attitude that merchandise must be carefully handled to reduce markdowns.

1 2 3 4 5 1X

32. An awareness that people usually do not buy merchandise itself, rather, they buy merchandise benefits.

1 1X 2 3 5

33. An awareness that successful selling hinges on adequate product information, the customer's understanding and the salesperson's personality.

1 2 3 5 1X

40. Attitude that one should give the best customer service with the customer always first in mind.

1 2 3 5 1X

TABLE 141
DEPARTMENT STORES
ADVERTISING COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓				✓
2	✓							✓	✓	✓		✓				✓
3	✓				✓	✓	✓	✓	✓	✓	✓	✓				
4	✓							✓	✓	✓		✓				
5	✓								✓	✓		✓				✓
6	✓									✓		✓				✓
7	✓									✓		✓				✓
8	✓							✓	✓	✓	✓	✓				
9	✓							✓	✓	✓		✓				✓
10										✓		✓				✓
11	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
12	✓							✓	✓	✓	✓	✓				✓
13										✓		✓				✓
14	✓							✓	✓	✓	✓	✓				
15	✓								✓	✓		✓				✓
16	✓									✓		✓				✓
17	✓								✓	✓		✓				✓
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SKILLS:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓			✓		✓	✓		✓	✓		✓				
2	✓							✓	✓	✓		✓				
3	✓									✓		✓				✓
4	✓								✓	✓		✓				
5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
6	✓								✓	✓		✓				✓
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8	✓									✓		✓				✓
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ATTITUDES:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓							✓	✓	✓		✓				
2	✓							✓	✓	✓		✓				✓
3	✓							✓	✓	✓		✓				
4	✓							✓	✓	✓		✓				
5	✓				✓	✓	✓	✓	✓	✓	✓	✓				✓
6	✓							✓	✓	✓		✓				✓
7	✓							✓	✓	✓		✓				✓
8	✓							✓	✓	✓		✓				✓
9	✓								✓	✓		✓				✓
10	✓				✓	✓	✓	✓	✓	✓	✓	✓				✓
11	✓				✓	✓	✓	✓	✓	✓	✓	✓				
12	✓				✓	✓	✓	✓	✓	✓	✓	✓				✓
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14	✓				✓	✓	✓	✓	✓	✓	✓					✓
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TABLE 142
DEPARTMENT STORES
COMMUNICATIONS COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓			✓			✓		✓			✓	✓
4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	✓		✓	✓		✓	✓			✓		✓		✓	✓	✓
6		✓	✓	✓												
7	✓							✓	✓	✓		✓				
8	✓					✓	✓			✓		✓		✓	✓	✓
9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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18	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
19	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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SKILLS:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
4	✓	✓	✓	✓				✓	✓	✓		✓				
5		✓	✓	✓												
6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8	✓									✓		✓				
9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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11	✓		✓	✓		✓	✓			✓		✓		✓	✓	✓
12	✓							✓	✓	✓		✓				
13	✓								✓	✓		✓				
14	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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18	✓									✓		✓				✓
19	✓							✓	✓	✓		✓				
20	✓	✓	✓	✓			✓			✓		✓			✓	✓
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24	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
25	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
26	✓		✓	✓		✓	✓			✓		✓		✓	✓	✓
27	✓		✓	✓			✓			✓		✓		✓	✓	✓
28	✓			✓			✓			✓		✓			✓	✓
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ATTITUDES:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
3				✓			✓			✓		✓			✓	✓
4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5				✓			✓			✓					✓	✓
6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10	✓							✓	✓	✓		✓				
11	✓	✓	✓	✓				✓	✓	✓		✓				
12	✓							✓	✓	✓		✓				
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14	✓		✓	✓			✓			✓		✓		✓	✓	✓
15	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
16				✓			✓			✓		✓			✓	✓
17				✓			✓			✓		✓			✓	✓
18				✓			✓			✓		✓			✓	✓
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20	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
21	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
22				✓			✓			✓		✓			✓	✓
23	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
24	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
25	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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TABLE 143
DEPARTMENT STORES
DISPLAY COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓				✓	✓	✓		✓	✓		✓				✓
2	✓				✓	✓	✓		✓	✓		✓				✓
3	✓				✓	✓	✓	✓	✓	✓		✓				
4	✓				✓	✓	✓	✓	✓	✓		✓				
5					✓	✓	✓									
6	✓				✓	✓	✓	✓	✓	✓	✓	✓				
7	✓				✓	✓	✓	✓	✓	✓	✓	✓				
8	✓				✓	✓	✓	✓	✓	✓		✓				
9	✓				✓	✓	✓	✓	✓	✓		✓				
10	✓				✓	✓	✓	✓	✓	✓		✓				✓
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14					✓	✓	✓									
15	✓				✓	✓	✓			✓		✓				
16	✓				✓	✓	✓			✓		✓				
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19	✓				✓	✓	✓	✓	✓	✓	✓	✓				
20	✓				✓	✓	✓	✓	✓	✓		✓				
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22	✓				✓	✓	✓	✓	✓	✓	✓	✓				
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25	✓				✓	✓	✓			✓		✓				
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SKILLS:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓				✓	✓	✓	✓	✓	✓		✓				
2					✓	✓	✓									
3	✓				✓	✓	✓	✓	✓	✓	✓	✓				
4	✓				✓	✓	✓			✓		✓				
5	✓				✓	✓	✓	✓	✓	✓		✓				
6	✓				✓	✓	✓			✓		✓				
7	✓				✓	✓	✓	✓	✓	✓	✓	✓				
8						✓	✓									
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ATTITUDES:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓				✓	✓	✓	✓	✓	✓	✓	✓				
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TABLE 144
DEPARTMENT STORES
HUMAN RELATIONS COMPETENCIES

KNOWLEDGES:

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COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓		✓	✓		✓	✓			✓		✓		✓	✓	✓
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11	✓		✓	✓		✓	✓			✓		✓		✓	✓	✓
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13	✓		✓	✓		✓	✓			✓		✓		✓	✓	✓
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TABLE 145
DEPARTMENT STORES
MATHEMATICS COMPETENCIES

JOBS:

KNOWLEDGES:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓									✓		✓				
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SKILLS:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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ATTITUDES:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓							✓	✓	✓		✓				
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TABLE 146
DEPARTMENT STORES
MERCHANDISING COMPETENCIES

JOBS:

KNOWLEDGES:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓							✓	✓	✓	✓	✓	✓	✓	✓	
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SKILLS:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1	✓							✓	✓	✓		✓				
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TABLE 147
DEPARTMENT STORES
OPERATIONS AND MANAGEMENT COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
1		✓	✓	✓												
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TABLE 148
DEPARTMENT STORES
PRODUCT AND/OR SERVICE TECHNOLOGY COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
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TABLE 149
DEPARTMENT STORES
SELLING COMPETENCIES

COMPETENCIES	KNOWLEDGES:																SKILLS:																ATTITUDES:															
JOBS:	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42	2	6	7	8	9	10	11	1	1X	3	4	5	12	13	14	42
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SUMMARY AND IMPLICATIONS

This section of the report includes the critical tasks required of selected distributive workers in the department store category, the competencies needed to perform these tasks and a cross-tabulation of competencies needed by workers in the 18 jobs included in this part of the study.

The structured interviews with supervisors and employees concerning 18 selected department store jobs provided data concerning specific job duties, related job duties (tasks related to display, stock, advertising and customer contacts), in-store contacts, out-of-store contacts, supervisory duties and materials and equipment. Competency clues concerning merchandise information and store policies and procedures were also obtained through these interviews.

Competencies needed to perform the identified tasks were organized into nine areas: advertising, communications, display, human relations, mathematics, merchandising, product and/or service technology, operations and management and selling. Competencies were persented as knowledges and understandings, skills and attitudes. Workers who needed the competency were identified by job number under each competency. The competencies and identification of workers needing each competency were evaluated by paired distributive specialists.

A cross-tabulation of competencies needed by workers in the 18 selected department store jobs was presented to show the cores of competencies needed by a number of workers.

Although the major purpose of this part of the study was to provide a basis for determining the subject matter component of a distributive teacher education curriculum, the implications for curriculum construction at all levels in the distributive education program are readily apparent. Recommendations for further research pertaining to this part of the study is included in Chapter VI, Volume I.

VIRGINIA POLYTECHNIC INSTITUTE
UT PROSIM

VARIETY STORES

CRITICAL TASKS IN SELECTED JOBS

COMPETENCIES REQUIRED TO PERFORM THE TASKS

COMMON CORE OF COMPETENCIES

SECTION II

CHAPTER VIII

CRITICAL TASKS AND COMPETENCIES IN THE VARIETY STORE CATEGORY

Purpose: The specific purpose of this part of Step IV of the research study was to determine the critical tasks required of selected distributive workers in the variety store category and to determine the competencies needed to perform these tasks.

DESIGN OF THE STUDY[18]

As explained in Chapter V, Volume I, the critical tasks performed by workers in selected jobs in the variety store category were identified through structured interviews with the employee whose job was being studied and with the supervisor of this job. The interviews were conducted in Richmond, Roanoke and Wytheville, Virginia. General merchandise stores and discount stores as well as variety stores were included in this part of the study, with self-service or semi-self-service being the distinguishing feature between stores in this category and stores in the department store category. A Variety Store Advisory Committee assisted in identifying entry jobs and jobs in two steps of a possible career continuum. The Two-Step Career Continuum for the variety store category is on page 485. The Advisory Committee also reviewed the items in the pre-coded Interview Guide, a copy of which is in Appendix B, Volume I.

A tentative list of competencies needed to perform the identified tasks was drawn from the literature and from personal experience of the investigators. This list was evaluated by paired distributive specialists - one member from the Variety Store Advisory Committee and one distributive education teacher educator with specialization in the variety store field. These distributive specialists reviewed the list that was submitted by mail and then met with the investigators for a discussion of the competencies and of the jobs requiring the competency. The competencies and job numbers were then revised according to the advice of the distributive specialists.

ANALYSIS AND INTERPRETATION OF THE FINDINGS

Critical Tasks: The data concerning 12 variety store jobs included in the study are organized as follows: Specific job duties and related job duties (tasks related to display, stock, advertising and customer contacts) are provided for each of the 12 jobs in Tables 150 - 179. The responses of the supervisors and employees in Richmond, Roanoke and Wytheville are given. In instances where the majority of the respondents in the three cities indicated this task was never performed, the task was deleted. Tasks that were added to the list of tasks on the pre-coded Interview Guide are listed below each table. These additional tasks were not submitted to other respondents, but were discussed with the distributive specialists and considered in the development of competencies. Data concerning in-store contacts, out-of-store contacts, supervisory responsibilities and equipment and materials are provided in Tables 180 - 183. The reader should refer to the Two-Step Career Continuum, page 485, for job titles to which the job numbers in the tables correspond. Competency clues regarding merchandise knowledge and store policies and procedures are given on pages 550 - 553. Workers who indicated the need for these competencies are identified by job number under each competency.

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[18] See Chapter V, Volume I, for a complete explanation of the procedures used in Step IV of the study.

Competencies: Competencies needed to perform the critical tasks are organized into nine areas: advertising, communications, display, human relations, mathematics, merchandising, operations and management, product and/or service technology and selling. Knowledges and understandings, skills and attitudes are presented under each of the nine areas. Job numbers of workers who need the competency are given below each competency. All three entry level salespersons in the career continuum are coded in the competency part of the report as job number 1, but reported separately by city in the report of specific and related job duties. In addition to the above competencies it is assumed that in order to enter and advance in a distributive occupation all workers need an understanding of basic concepts concerning marketing and economics. Some basic concepts and generalizations concerning marketing and economics are included in Chapter V, Volume I.

Core of Competencies: Tables 184 - 192 give a cross-tabulation of competencies needed by workers in the 12 variety store jobs included in the study. The clusters of competencies show a common core of competencies needed by a number of workers. The reader should refer to the lists of competencies, pages 554 - 621, to identify the competency to which a competency number corresponds. For example, Knowledge (Advertising) competency # 7 found on page 554, reads "Knowledge of the relative costs of advertising in various media." This competency is considered necessary for job numbers 16, Assistant Store Manager and 22, Store Manager, as shown in the Two-Step Career Continuum, page 485. The reader will note that there are some missing competency numbers in the list of competencies. This is due to the fact that competencies required of all 70 jobs included in the study are numbered consistently throughout the study. If a certain competency is not needed by workers in the variety store field, that competency is omitted in the variety store competency list, but will appear in other lists. This numbering scheme was used to facilitate cross-tabulation of competencies in the seven categories of business, as presented in Tables 30 - 38, Volume I.

VARIETY STORE TWO-STEP CAREER CONTINUUM

	Entry		First Step		Second Step
4	Marker/Stockman	15	Stockroom Supervisor	16	Asst. Store Manager
1	Salesperson	3	Department Manager	18	Personnel
1	Salesperson	17	Service Desk	5	Section Manager (Floor Girl)
1	Salesperson	19	Checkout Cashier	22	Store Manager
20	Office Clerk	21	Cashier/Bookkeeper Office Manager or Head Cashier		

TABLE 150

JOB TITLE: MARKER/STOCKMAN
JOB NUMBER: 4
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville				CRITICAL TASKS
S	E	S	E	S	E	S	E	
1	1	1	1	3	2	2	2	1. Marks or tickets merchandise by hand or with marking equipment
1	1	1	2	2	2	1	1	2. Receives and checks merchandise shipments for quantities, condition, etc.
1	1	1	1	2	2	1	1	3. Reports merchandise shortages to supervisor
1	1	1	2	1	1	1	2	4. Transfers merchandise from stockroom to selling departments
1	1	1	1	3	1	1	1	5. Maintains orderly and accessible stock in the stockroom area
2	2	3	3	3	2	2	3	6. Packs and ships damaged merchandise back to manufacturers
1	2	1	3	2	1	2	2	7. Assists with customer pick-up and delivery service
2	2	1	1	3	3	3	3	8. Takes stock counts of merchandise in stockroom

TASKS ADDED BY INTERVIEWEES:

1. Uses the proper type price ticket (gum, pin, string) in marking merchandise

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 151

JOB TITLE: MARKER/STOCKMAN
JOB NUMBER: 4
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville				CRITICAL TASKS
S	E	S	E	S	E	S	E	
2	3	1	3	2	2	2	1	1. Repair stock
1	2	1	1	2	1	2	2	2. Clean, dust, cover stock
2	2	3	1	3	3	2	3	3. Reticket stock
3	3	1	1	3	3	2	1	4. Fill in floor fixtures or bins
1	2	1	1	2	2	2	1	5. Fill in stockroom
1	2	1	1	3	2	1	1	6. Keep stock in stockroom organized and accessible
1	1	3	1	1	2	1	1	7. Inspect stock for damages or shortages upon receiving
1	1	1	1	2	2	1	2	8. Ticket or mark stock

RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville				CRITICAL TASKS
S	E	S	E	S	E	S	E	
1	3	1	1	1	1	2	1	1. Give customers directions

TASKS ADDED BY INTERVIEWEES:

1. Carry heavy packages to customers' cars.

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 152

JOB TITLE: STOCKROOM SUPERVISOR
JOB NUMBER: 15
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Assists and supervises receiving, checking and storing of incoming merchandise
1	1	3	3	1	1	2. Sees that all merchandise is quickly marked
1	1	1	1	1	1	3. Maintains an orderly and accessible stockroom and receiving area
1	1	1	2	3	2	4. Prepares claims for incomplete, damaged or partial shipments
1	1	1	1	1	1	5. Supervises the quick distribution of merchandise to the sales floor as required
1	1	1	1	2	1	6. Supervises effective shrinkage control procedures
1	1	1	2	2	2	7. Supervises returns to manufacturers of damaged merchandise
2	2	1	1	2	2	8. Trains new stockmen
1	1	1	1	3	3	9. Maintains necessary receiving and shipping records

TASKS ADDED BY INTERVIEWEES:

1. Keeps merchandise in lay-away organized and accessible
2. Supervises delivery service.
3. Supervises day maintenance work (spot cleaning, burned out bulbs)
4. Sends or takes packages to customer's car
5. Goes to the bank for change
6. Sees that merchandise is properly packed to be sent to another store
7. Determines what type ticket to place on merchandise (gum, label, pin or string tickets)
8. Authorizes freight bills
9. Processes advertised merchandise immediately when it arrives

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 153

JOB TITLE: STOCKROOM SUPERVISOR
JOB NUMBER: 15
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	3	3	1. Store unused display materials and fixtures

TASKS ADDED BY INTERVIEWEES:

1. Keep an inventory of display fixtures and notify supervisor when supplies run low
2. Send new signs to proper departments
3. See that display windows are cleaned before trimming

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 153 (continued)

JOB TITLE: STOCKROOM SUPERVISOR
JOB NUMBER: 15
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	2	2	2	2	1. Repair stock
2	2	1	1	3	1	2. Clean, dust, cover stock
2	2	1	3	2	2	3. Reticket stock
2	1	3	3	3	2	4. Check stockroom for depleted stock
1	1	1	3	3	1	5. Fill in stockroom
3	1	3	1	2	2	6. Rearrange stock in department
1	1	1	1	3	1	7. Keep stock in stockroom organized and accessible
2	2	3	3	3	2	8. Take stock counts
3	2	3	2	3	2	9. Take physical stock inventory
1	2	2	1	3	1	10. Mark-up (and record) stock
1	2	2	1	3	2	11. Mark-down (and record) stock
1	2	1	1	1	1	12. Inspect stock for damages or shortages upon receiving
1	1	2	3	1	1	13. Ticket or mark stock
1	2	1	3	1	1	14. Inspect perishable stocks (food items) for freshness

TASKS ADDED BY INTERVIEWEES:

1. See that stock in bins rotates properly
2. See that perishable stock is dated
3. See that fashion merchandise is checked in immediately upon receipt
4. See that stock is taken to salesfloor

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 153 (continued)

JOB TITLE: STOCKROOM SUPERVISOR
JOB NUMBER: 15
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	2	1	3	1	1. Give customers directions

TASKS ADDED BY INTERVIEWEES:

1. Deliver packages to customer's car
2. See that an employee picks up bulky merchandise being returned by a customer at the receiving door.

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 154

JOB TITLE: DEPARTMENT MANAGER
JOB NUMBER: 3
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond				Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	S	E	
1	1	1	1	1	1	1	1	1	1	1. Supervises employees in the department
1	1	1	1	1	1	1	1	1	1	2. Sees that all stock, displays and counters are dusted, cleaned and arranged neatly
2	2	2	1	3	2	1	2	2	1	3. Makes adjustments on returned merchandise
2	2	1	1	1	1	1	1	1	2	4. Reorders low stocks
2	2	2	1	3	1	1	2	2	3	5. Follows up on delayed orders
1	1	1	1	1	1	1	1	1	1	6. Supervises arrangement of stock
3	2	1	1	1	1	1	1	1	1	7. Sells merchandise in the assigned area
1	1	1	1	1	1	1	1	1	1	8. Sees that all merchandise in the department is properly marked and priced
1	1	2	1	1	1	1	1	3	3	9. Attempts to stimulate sales by mark-downs, advertising and special sales
1	2	2	2	2	1	1	1	1	2	10. Supervises and helps take inventory in the department
1	3	2	2	1	2	1	2	3	3	11. Recommends transferrals, promotions and dismissals of employees
3	2	1	1	1	2	1	2	3	3	12. Enforces rules for dress and conduct
1	1	1	1	1	1	1	1	1	1	13. Rearranges display fixtures and counters as required by incoming stock
2	2	2	1	1	1	1	1	2	2	14. Trains new employees in the department
3	1	1	1	1	1	3	3	2	3	15. Determines merchandise prices
1	2	2	2	1	1	1	1	2	2	16. Returns damaged merchandise to manufacturers
1	1	1	1	1	2	1	1	1	1	17. Cultivates customer good will and repeat business
1	2	1	1	1	2	1	1	2	2	18. Recommends to supervisor merchandise mark-downs and takes them
1	1	1	1	1	2	1	1	2	2	19. Helps develop merchandise assortment and promotion plans

TASKS ADDED BY INTERVIEWEES:

1. Relieves at the lunch counter
2. Relieves at checkout register
3. Supervises front register and accomodation desk
4. Tries to improve sales volume and turnover figures

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 155

JOB TITLE: DEPARTMENT MANAGER
JOB NUMBER: 3
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond				Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	S	E	
3	2	3	2	3	3	2	1	2	2	1. Gather merchandise from department for display windows
1	1	2	1	2	1	1	1	1	1	2. Set up counter displays of merchandise
1	2	2	1	1	1	1	1	1	2	3. Set up department displays of sale or promotional items
1	2	1	1	2	1	1	1	1	1	4. Set up merchandise on shelves or floor attractively and neatly
1	2	3	2	2	2	1	3	3	3	5. Display showcases
3	1	1	1	2	1	1	1	1	1	6. Restock counter or fixtures
3	2	3	2	2	3	1	1	2	2	7. Return window display merchandise to stock
1	2	2	1	1	1	1	1	2	2	8. Coordinate displays of advertised and featured merchandise
3	1	3	1	2	2	1	1	2	2	9. Store unused display materials and fixtures
1	1	1	1	1	1	1	1	2	2	10. Direct the setting up of displays
1	1	1	1	1	1	3	1	3	2	11. Inspect and approve displays
1	1	2	1	1	1	1	1	1	1	12. Call attention to display specials
1	2	3	1	2	3	1	1	2	2	13. Plan coordinated window displays and interior displays
1	2	1	1	1	1	1	1	1	1	14. Rearrange displays of merchandise to encourage higher rate of stock turnover

TASKS ADDED BY INTERVIEWEES:

1. Build special displays
2. Negotiate with manufacturer representative for display allowance

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 155 (continued)

JOB TITLE: DEPARTMENT MANAGER
JOB NUMBER: 3
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond				Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	S	E	
3	2	2	2	2	3	2	2	2	2	1. Repair stock
1	2	1	1	3	1	1	2	1	1	2. Clean, dust, cover stock
1	2	2	1	2	3	1	1	2	2	3. Reticket stock
1	1	1	1	1	1	1	2	1	1	4. Check department for depleted stock
1	1	3	1	1	1	1	1	2	2	5. Check stockroom for depleted stock
1	1	1	1	1	1	1	2	1	1	6. Fill in floor fixtures or bins
1	2	2	1	1	1	1	2	1	1	7. Rearrange stock in department
3	1	1	1	1	1	1	3	2	3	8. Keep stock in stockroom organized and accessible
1	2	2	1	1	3	1	1	2	2	9. Make special orders
3	2	2	2	1	1	1	2	1	2	10. Take stock counts
3	1	2	2	1	1	1	1	1	2	11. Initiate stock counts
3	2	2	2	1	1	1	2	1	2	12. Reorder from stcok counts
3	3	3	2	1	1	1	3	1	2	13. Correct stock control books from stock counts
3	2	2	2	2	2	3	2	2	2	14. Take physical stock inventory
3	2	3	1	1	1	3	2	1	2	15. Reorder basic stock
3	1	1	1	1	1	3	1	1	2	16. Mark-up (and record) stock
3	1	1	1	2	1	3	1	1	2	17. Mark-down (and record) stock
1	1	1	1	3	3	3	1	1	1	18. Inspect stock for damages or shortages upon receiving
3	3	1	1	1	3	2	1	1	1	19. Ticket or mark stock
1	3	1	1	1	3	3	2	2	2	20. Inspect perishable stock for freshness

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 155 (continued)

JOB TITLE: DEPARTMENT MANAGER
JOB NUMBER: 3
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond				Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	S	E	
1	2	2	1	1	1	1	2	1	2	1. Supply customers information on advertised items
1	2	2	1	1	1	1	2	1	2	2. Display advertised merchandise in the department
1	1	2	1	1	1	1	1	2	2	3. Inform salespeople involved about advertised merchandise
3	2	1	1	3	1	1	1	2	2	4. Post copy of ad for salespeople's information
3	3	1	1	2	1	1	1	3	3	5. Keep result files on department ads
2	2	2	1	3	3	1	1	2	2	6. Order merchandise to back up ad
1	1	1	1	1	1	1	1	2	1	7. Read own and competitors' newspaper ads
1	3	3	1	1	1	1	1	2	2	8. Shop competitors' advertised merchandise for price, quality and comparison
3	2	3	1	3	3	1	2	1	2	9. Place ad tear sheets in strategic areas in store or department
2	3	2	2	3	3	3	2	1	2	10. Give demonstrations of advertised merchandise
2	2	2	1	1	3	3	1	3	3	11. Approve ad copy and artwork for newspaper ads
2	2	2	1	1	3	1	2	1	2	12. Point out advertised merchandise to customers and emphasize its selling points

TASKS ADDED BY INTERVIEWEES:

1. Determine what merchandise will be advertised,when it will be advertised and what media will be used
2. Obtain samples from manufacturers
3. Write initial newspaper and radio advertising copy

* "S" indicates the supervisor of the employee whose job was selected for study; "E: indicates the employee in the job selected for study.

TABLE 155 (continued)

JOB TITLE: DEPARTMENT MANAGER
JOB NUMBER: 3
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond				Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	S	E	
1	1	1	1	1	1	1	1	1	1	1. Give customers directions
3	1	1	1	3	3	1	1	1	1	2. Make exchanges of merchandise for customers
2	1	1	1	3	3	1	1	1	1	3. Give cash refunds or charge credits to customers
1	1	1	1	2	3	1	1	1	1	4. Adjust customers' complaints and grievances
3	2	2	2	3	3	3	2	1	2	5. Give demonstrations of merchandise for customers
3	2	1	1	2	1	1	2	2	1	6. Supply customers with information by telephone
3	2	2	2	3	3	3	2	2	2	7. Give free samples of merchandise to customers
1	1	2	1	3	1	1	1	2	1	8. Authorize customers' checks

TASKS ADDED BY INTERVIEWEES:

1. Place special orders for customers

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 156

JOB TITLE: ASSISTANT STORE MANAGER
JOB NUMBER: 16
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	1	1	1	1	1. Orders merchandise
2	2	3	1	1	2	2. Supervises the receiving and checking of merchandise against orders
1	1	3	1	1	2	3. Sees that merchandise is properly marked and placed in the selling stock or reserve
1	1	1	1	1	2	4. Checks supply of stock and reorders when necessary
1	1	1	1	1	2	5. Follows up on delayed orders
3	3	1	2	1	2	6. Acts as purchasing agent for supplies consumed in the operation of store
1	1	1	1	1	1	7. Frequently inspects the stockroom and keeps a sharp lookout for seasonal goods that should be promoted and for old merchandise
2	2	3	1	1	1	8. Sees that employees utilize their time well by having them help unpack and mark merchandise during slack periods
2	2	3	1	2	2	9. Interviews applicants and refers those possessing satisfactory qualifications to department managers
3	2	3	1	2	3	10. Checks employment application references
1	1	1	1	1	1	11. Oversees cleaning of premises
1	2	1	1	1	1	12. Supervises the training of employees
2	2	1	1	1	1	13. Keeps personnel informed by means of meetings, conferences and bulletins
2	2	1	1	1	1	14. Supervises inventory accounting and control
3	2	3	1	1	3	15. Makes proper claims on merchandise lost or broken in transit from manufacturer or wholesaler
1	1	1	1	1	1	16. Gives assistance to customers
1	1	1	1	1	1	17. Authorizes merchandise purchases by other management personnel
1	1	1	1	1	1	18. Authorizes checks from customers
1	1	1	2	1	1	19. Schedules employee hours
1	1	1	1	1	1	20. Adjusts customer complaints and grievances
2	3	3	1	1	1	21. Determines merchandise prices
1	1	1	1	1	1	22. Approves merchandise adjustments, exchanges and refunds
1	2	1	1	1	1	23. Assists in training of management trainees
1	1	1	1	1	1	24. Plans sale and merchandising objectives for assigned departments

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 156 (continued)

JOB TITLE: ASSISTANT STORE MANAGER
JOB NUMBER: 16
SPECIFIC JOB DUTIES

TASKS ADDED BY INTERVIEWEES:

1. Assists in opening and closing the store
2. Makes bank deposits
3. Acts as store manager in his absence
4. Sees that incoming merchandise is gotten onto the counters quickly
5. Keeps records on over-age stock

TABLE 157

RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	2	2	1	1. Set up counter displays of items
1	2	1	3	2	1	2. Set up department displays of sale items
1	2	1	3	2	1	3. Set up merchandise on shelves or floor attractively and neatly
1	2	3	3	3	2	4. Display showcases
1	1	1	3	3	1	5. Restock counter or fixtures
1	1	1	1	1	1	6. Coordinate displays of advertised and featured merchandise
1	2	1	3	3	2	7. Store unused display materials and fixtures
1	1	1	1	2	1	8. Direct the setting up of displays
1	1	1	1	1	1	9. Inspect and approve displays
1	1	2	3	1	1	10. Call attention to display specials
1	1	1	1	1	1	11. Plan coordinated window displays and interior displays
1	2	1	2	3	1	12. Rearrange displays of merchandise to encourage higher rate of stock turnover

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 157 (continued)

JOB TITLE: ASSISTANT STORE MANAGER
JOB NUMBER: 16
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	3	2	1	3	2	1. Repair stock
1	1	2	2	3	2	2. Clean, dust and cover stock
2	2	2	2	3	2	3. Reticket stock
1	2	1	3	1	1	4. Check department for depleted stock
1	2	1	3	1	1	5. Check stockroom for depleted stock
1	1	1	3	3	2	6. Fill in floor fixtures or bins
2	3	2	3	3	2	7. Fill in stockroom
1	1	1	3	3	1	8. Rearrange stock in department
1	3	2	3	3	1	9. Keep stock in stockroom organized and accessible
2	3	1	1	3	3	10. Submit want slips
1	1	1	1	1	2	11. Make special orders
2	2	1	3	3	1	12. Take stock counts
2	2	1	1	1	1	13. Initiate stock counts
2	2	1	2	1	1	14. Reorder from stock counts
2	2	1	2	1	1	15. Correct stock control books from stock counts
2	2	2	1	1	2	16. Take physical stock inventory
2	2	1	2	1	2	17. Reorder basic stock
1	2	2	1	1	1	18. Mark-up (and record) stock
1	2	2	1	1	1	19. Mark-down (and record) stock
1	1	2	3	2	2	20. Inspect stock for damages or shortages upon receiving
2	2	3	3	3	2	21. Ticket or mark stock
1	2	1	1	2	2	22. Inspect perishable stocks for freshness

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 157 (continued)

JOB TITLE: ASSISTANT STORE MANAGER
JOB NUMBER: 16
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	1	2	2	1	1. Supply customers information on advertised items
2	2	1	1	2	1	2. Display advertised merchandise in the department
2	2	1	1	1	1	3. Inform salespeople involved about advertised merchandise
2	2	1	1	1	2	4. Post copy of ad for salespeople's information
2	2	1	1	1	2	5. Keep result files on department ads
3	3	1	1	1	1	6. Keep file of competitors' ads
2	2	2	1	3	2	7. Fill telephone or mail orders in response to ads
3	3	3	1	1	2	8. Try to obtain manufacturer help on cost of ad
2	2	1	1	1	2	9. Order merchandise to back up ad
2	2	1	1	1	1	10. Read own and competitors' newspaper ads
2	3	1	1	1	2	11. Shop competitors' advertised merchandise for price, quality and comparison
2	2	2	1	3	2	12. Place ad tear sheets in strategic areas in store or department
2	2	3	3	2	2	13. Give demonstrations of advertised merchandise
3	3	2	1	1	2	14. Approve ad copy and artwork for newspaper ads
2	2	1	2	2	1	15. Point out advertised merchandise to customers and emphasize its selling points

TASKS ADDED BY INTERVIEWEES:

1. Write ad copy and prepare ad layouts for newspaper
2. Approve radio ad copy

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 157 (continued)

JOB TITLE: ASSISTANT STORE MANAGER
JOB NUMBER: 16
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Give customers directions
1	1	1	1	1	1	2. Make exchanges of merchandise for customers
1	1	1	1	1	1	3. Give cash refunds or charge credits to customers
1	1	1	1	1	1	4. Adjust customers' complaints and grievances
2	2	3	3	2	2	5. Give demonstrations of merchandise for customers
1	1	1	1	1	1	6. Supply customers with information by telephone
1	1	1	1	1	1	7. Authorize customers' checks

TASKS ADDED BY INTERVIEWEES:

1. Place orders of merchandise for customers
2. Suggest lay-away plan to customers
3. Carry large packages to customers' cars

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 158

JOB TITLE: SERVICE DESK
JOB NUMBER: 17
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	2	1	2	1. Maintains package checking service for customers
1	3	1	2	3	2	2. Makes special orders for customers
1	1	1	1	1	1	3. Answers customer questions by telephone
1	1	1	1	3	3	4. Helps customers open credit accounts
1	1	1	1	1	1	5. Takes and relays messages to management
3	3	1	1	3	1	6. Operates the store telephone switchboard
1	1	1	1	1	2	7. Performs clerical duties and types

TASKS ADDED BY INTERVIEWEES:

1. Calls customers when accounts are delinquent
2. Balances the credit journal
3. Sends out bills
4. Handles money orders
5. Sends out promotional mail
6. Sends monthly reports to home and district offices
7. Handles refunds, exchanges and customer complaints
8. Makes returns to vendors
9. Requisitions merchandise from warehouse
10. Closes out cash registers
11. Handles lay-aways
12. Handles "lost and found" items
13 Helps write up weekly merchandise orders
14. Sends accepted credit applications to cooperating bank so that charge plates can be sent to customers
15. Takes stock counts on lay-aways

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 159

JOB TITLE: SERVICE DESK
JOB NUMBER: 17
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	1	3	1	1	1. Set up counter displays of items

TASKS ADDED BY INTERVIEWEES:

1. Display credit posters
2. Supply department supervisors with credit posters
3. Set up small displays on service desk counter

RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	1	1	1	3	3	1. Supply customers information on advertised items

TASKS ADDED BY INTERVIEWEES:

1. Mail advertising bill enclosures with customers' statements
2. Follow through on references of customers applying for credit on newspaper ad credit forms

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 159 (continued)

JOB TITLE: SERVICE DESK
JOB NUMBER: 17
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Give customers directions
2	2	1	1	1	1	2. Make exchanges of merchandise for customers
1	1	1	1	1	1	3. Give cash refunds or charge credits to customers
2	2	1	1	1	1	4. Adjust customers' complaints and grievances
1	2	1	1	1	1	5. Supply customers with information by telephone
1	1	1	1	3	3	6. Interview customers during credit application
1	1	2	2	1	1	7. Authorize customers' checks

TASKS ADDED BY INTERVIEWEES:

1. Write or call customers when their new charge accounts have been approved
2. Wrap packages for customers

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 160

JOB TITLE: PERSONNEL MANAGER
JOB NUMBER: 18
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Interviews job applicants, investigates references and hires employees
1	2	1	1	2	3	2. Recommends promotions or salary increases to management
2	2	2	1	1	2	3. Arranges transfers of employees to fill vacancies
1	1	1	1	1	1	4. Enforces rules of dress and conduct
1	2	1	1	1	1	5. Listens to employee complaints and adjusts grievances
2	2	1	3	2	2	6. Recommends systems improvements (wage rates, hours, working conditions)
2	2	1	1	2	2	7. Reviews promotions, transfers or dismissals
1	1	1	1	3	3	8. Maintains personnel and payroll records
2	1	1	1	1	2	9. Schedules and budgets employee working hours
2	1	1	1	1	2	10. Trains new employees in store systems and procedures

TASKS ADDED BY INTERVIEWEES:

1. Supervises the paperwork for lay-aways
2. Receives payments for lay-aways from customers
3. Handles "lost and found" items
4. Assists in taking care of employees' or customer accidents which occur in the store
5. Supervises and relieves the switchboard operator
6. Supervises salespeople during busy times, seeing that salesfloor is covered
7. Handles customers' complaints
8. Authorizes customers' checks and refunds
9. Helps with shoplifting cases
10. Takes charge of store meetings for employees
11. Checks to see that policies are followed by all employees

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 161

JOB TITLE: PERSONNEL MANAGER
JOB NUMBER: 18
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) Occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	2	3	1	2	1. Set up counter displays of items
2	2	2	3	1	2	2. Set up department displays of sale items
3	2	2	1	1	1	3. Set up merchandise on shelves or floor attractively and neatly
3	2	3	3	2	1	4. Display showcases
3	2	2	3	1	1	5. Restock counters or fixtures
3	2	2	1	1	2	6. Coordinate displays of advertised and featured merchandise
2	2	1	3	3	2	7. Purchase display supplies
3	2	1	3	1	2	8. Direct the setting up of displays
3	2	2	3	1	2	9. Inspect and approve displays
2	2	2	3	1	1	10. Call attention to display specials
3	2	3	1	3	2	11. Plan coordinated window displays and interior displays
3	2	1	3	1	1	12. Rearrange displays of merchandise to encourage higher rate of stock turnover

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 161 (continued)

JOB TITLE: PERSONNEL MANAGER
JOB NUMBER: 18
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	2	1	3	2	1. Repair stock
3	3	2	3	1	1	2. Clean, dust, cover stock
3	2	2	3	2	2	3. Reticket stock
2	2	2	1	1	2	4. Check department for depleted stock
3	2	2	3	1	2	5. Check stockroom for depleted stock
3	2	2	3	1	1	6. Fill in floor fixtures or bins
3	3	2	3	2	1	7. Fill in stockroom
3	2	2	3	1	1	8. Rearrange stock in department
3	3	2	3	2	2	9. Keep stock in stockroom organized and accessible
3	2	1	3	2	2	10. Make special orders
3	2	2	3	1	1	11. Take stock counts
3	2	1	3	1	1	12. Initiate stock counts
3	2	1	3	2	1	13. Reorder from stock counts
3	2	2	1	2	3	14. Correct stock control books from stock counts
2	2	1	1	2	2	15. Take physical stock inventory
3	2	1	1	2	1	16. Reorder basic stock
2	2	2	1	2	2	17. Mark-up (and record) stock
2	2	2	1	2	2	18. Mark-down (and record) stock
3	3	3	2	1	2	19. Ticket or mark stock
3	3	2	1	3	2	20. Inspect perishable stocks (food items) for freshness

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 161 (continued)

JOB TITLE: PERSONNEL MANAGER
JOB NUMBER: 18
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	1	1	1	2	1. Supply customers information on advertised items
3	2	2	3	1	2	2. Display advertised merchandise in the department
2	2	1	3	1	3	3. Inform salespeople involved about advertised merchandise
3	3	1	1	2	2	4. Order merchandise to back up ad
2	2	1	1	1	1	5. Read own and competitor's newspaper ads
3	2	1	1	1	2	6. Point out advertised merchandise to customer and emphasize its selling points

RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	2	1	1	1	1. Give customers directions
2	1	2	1	1	1	2. Make exchanges of merchandise for customers
2	1	2	1	1	1	3. Give cash refunds or charge credits to customers
2	1	2	1	1	1	4. Adjust customers' complaints and grievances
2	1	2	1	2	2	5. Supply customers with information by telephone
2	1	1	1	1	1	6. Authorize customers' checks

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 162

JOB TITLE: CHECKOUT CASHIER
JOB NUMBER: 19
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond				Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	S	E	
1	1	1	1	1	1	1	1	1	1	1. Rings sales on cash register
1	1	1	1	1	1	1	1	1	1	2. Checks price on article, registers articles, accepts payment and gives change
1	1	1	1	1	1	3	3	1	1	3. Obtains register money from head cashier at beginning of day
1	1	3	3	1	1	1	3	1	1	4. Returns register money to cashier at day's end
1	1	1	1	1	1	1	1	1	1	5. Wraps or bags merchandise
1	1	1	1	1	1	1	1	1	1	6. Gives customers store directions or merchandise location directions when requested
1	2	2	3	3	3	3	1	2	1	7. Suggests related items to customer for items already selected, trying to increase the amount of the sale
1	1	1	1	1	1	1	1	1	1	8. Handles checks and secures proper authorization
2	2	2	3	3	3	3	1	3	2	9. Submits want slips to management
1	1	2	2	1	1	1	1	2	2	10. Reads store advertisements and those of competitors
1	1	1	2	3	3	2	1	1	1	11. Calls attention to new, sale or special-priced merchandise

TASKS ADDED BY INTERVIEWEES:

1. Helps on salesfloor during slow periods
2. Reorders merchandise for department
3. Helps in receiving area during slow periods
4. Helps restock and straighten merchandise on nearby counters during slow periods
5. Keeps stock of paperbags and wrapping supplies replenished at checkout station

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 163

JOB TITLE: CHECKOUT CASHIER
JOB NUMBER: 19
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond				Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	S	E	
1	3	3	3	3	3	1	1	1	1	1. Clean, dust, cover stock
2	3	3	3	3	3	2	2	2	1	2. Reticket stock
2	3	3	3	3	3	1	1	2	1	3. Check department for depleted stock
3	3	3	3	1	1	1	1	1	1	4. Fill in floor fixtures or bins
2	3	3	3	3	3	1	1	1	1	5. Rearrange stock in department
3	3	1	3	3	3	1	1	2	2	6. Take physical stock inventory
2	3	2	2	3	3	2	2	2	2	7. Ticket or mark stock

TASKS ADDED BY INTERVIEWEES:

1. Restock small items of merchandise on checkout counter

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 163 (continued)

JOB TITLE: CHECKOUT CASHIER
JOB NUMBER: 19
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond				Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	S	E	
2	1	1	1	1	1	1	1	2	2	1. Supply customers information on advertised items
3	3	3	3	2	2	1	1	2	2	2. Display advertised merchandise in the department
1	3	3	3	1	1	1	1	1	1	3. Read own and competitor's newspaper ads
2	3	3	3	1	1	1	1	2	1	4. Point out advertised merchandise to customer and emphasize its selling points

RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond				Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	S	E	
1	1	1	1	1	1	1	1	1	1	1. Give customers directions

TASKS ADDED BY INTERVIEWEES:

1. Make change for customers' larger bills

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 164

JOB TITLE: SECTION MANAGER
JOB NUMBER: 5
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	1	1	3	3	1. Authorizes customer checks
1	1	1	1	1	2	2. Adjusts minor complaints
1	1	1	1	1	3	3. Authorizes returns and exchanges
2	2	1	2	2	2	4. Helps train new salespeople or checkout cashiers
1	1	1	1	3	3	5. Changes cash register tapes and makes minor repairs
1	1	1	1	1	1	6. Directs customers to areas of the store
1	1	1	1	1	1	7. Sells in peak periods
1	1	1	1	1	2	8. Helps schedule employees

TASKS ADDED BY INTERVIEWEES:

1. Reads cash registers
2. Authorizes orders for new merchandise
3. Checks merchandise prices and sees that the right merchandise is on sale
4. Sees that correct merchandise is on display
5. Goes over check lists of basic stock items
6. Assumes responsibility in absence of manager and assistant manager
7. Helps keep department neat and clean
8. Checks stock, writes merchandise order and forwards order to manager for approval
9. Supervises customer service

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 165

JOB TITLE: SECTION MANAGER
JOB NUMBER: 5
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	2	2	2	2	1. Gather merchandise from department for display windows
2	2	1	1	1	1	2. Set up counter displays of items
2	2	1	1	2	2	3. Set up department displays of sale items
1	1	1	1	1	1	4. Set up merchandise on shelves or floor attractively and neatly
1	1	1	1	1	1	5. Restock counter or fixtures
2	2	1	2	2	2	6. Return window display merchandise to stock
2	2	1	1	2	2	7. Coordinate displays of advertised and featured merchandise
2	2	3	3	2	3	8. Purchase display supplies
2	2	1	1	3	2	9. Store unused display materials and fixtures
2	2	1	1	1	2	10. Direct the setting up of displays
2	2	1	1	1	2	11. Inspect and approve displays
1	2	1	1	1	1	12. Call attention to display specials
2	3	2	1	2	2	13. Plan coordinated window displays and interior displays
1	2	1	1	1	1	14. Rearrange displays of merchandise to encourage higher rate of stock turnover

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 165 (continued)

JOB TITLE: SECTION MANAGER
JOB NUMBER: 5
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	3	2	2	3	2	1. Repair stock
2	1	1	3	1	1	2. Clean, dust, cover stock
2	2	2	3	2	1	3. Reticket stock
1	2	1	1	1	1	4. Check department for depleted stock
2	2	1	1	3	2	5. Check stockroom for depleted stock
2	1	1	1	1	1	6. Fill in floor fixtures or bins
2	3	2	3	3	2	7. Fill in stockroom
1	1	1	1	1	1	8. Rearrange stock in department
2	3	2	1	3	2	9. Keep stock in stockroom organized and accessible
2	2	1	1	3	2	10. Submit want slips
1	2	2	1	2	2	11. Make special orders
1	2	1	2	1	1	12. Take stock counts
1	2	1	1	1	1	13. Initiate stock counts
1	2	1	1	2	2	14. Reorder from stock counts
1	2	2	3	2	2	15. Correct stock control books from stock counts
2	2	2	2	2	2	16. Take physical stock inventory
1	2	1	1	2	2	17. Reorder basic stock
1	2	2	1	2	2	18. Mark-up (and record) stock
2	2	2	1	2	2	19. Mark-down (and record) stock
1	2	2	2	1	1	20. Inspect stock for damages or shortages upon receiving
2	3	2	3	1	1	21. Ticket or mark stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 165 (continued)

JOB TITLE: SECTION MANAGER
JOB NUMBER: 5
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	1	1	1	2	1. Supply customers information on advertised items
2	2	1	1	2	2	2. Display advertised merchandise in the department
2	2	1	1	2	2	3. Inform salespeople involved about advertised merchandise
2	2	1	1	2	2	4. Post copy of ad for salespeople's information
2	2	3	1	2	3	5. Keep result files on department ads
2	2	1	1	2	3	6. Order merchandise to back up ad
1	1	1	1	1	1	7. Read own and competitor's newspaper ads
2	2	1	1	2	2	8. Shop competitor's advertised merchandise for price, quality and comparison
3	2	2	1	2	2	9. Place ad tear sheets in strategic areas in store or department
2	2	3	1	2	2	10. Give demonstrations of advertised merchandise
2	2	1	1	1	2	11. Point out advertised merchandise to customer and emphasize its selling points
2	2	2	3	3	2	12. Fill telephone or mail orders in response to ads

TASKS ADDED BY INTERVIEWEES:

1. Suggest to management merchandise which might be advertised from his floor area

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 165 (continued)

JOB TITLE: SECTION MANAGER
JOB NUMBER: 5
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Give customers directions
1	1	1	1	1	3	2. Make exchanges of merchandise for customers
2	1	1	1	3	3	3. Give cash refunds or charge credits to customers
2	1	1	1	1	2	4. Adjust customers' complaints and grievances
2	2	3	2	2	2	5. Give demonstrations of merchandise for customers
1	2	1	1	2	2	6. Supply customers with information by telephone

TASKS ADDED BY INTERVIEWEES:

1. Carry heavy packages to customers' cars.

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 166

JOB TITLE: OFFICE CLERK
JOB NUMBER: 20
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	2	2	2	2	1. Prepares payrolls
3	1	3	2	2	1	2. Maintains open-order files
1	2	2	2	2	1	3. Receives and clears invoices for payment
2	2	1	1	1	2	4. Acts as receptionist, taking messages and making appointments
3	3	1	1	3	2	5. Attends telephone switchboard - answers and routes calls and places outgoing calls
1	1	1	1	1	1	6. Performs general office and clerical tasks
3	2	3	3	1	2	7. Maintains store personnel records
2	2	3	3	2	3	8. Types letters and memoranda
2	2	1	1	1	1	9. Prepares regular reports and records

TASKS ADDED BY INTERVIEWEES:

1. Reads registers and makes sales reports
2. Maintains advertising records
3. Handles employee purchases
4. Counts and distributes money and cash banks for cash registers
5. Works on salesfloor when necessary
6. Relieves checkout cashiers
7. Makes cash pickups during the day from checkout cashiers
8. Checks on and pays freight bills
9. Checks on arrival of merchandise before ads appear
10. Makes bank deposits
11. Checks and files price changes against new price listing
12. Sends price change reports to regional and home offices
13. Extends figures from physical inventories

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 167

JOB TITLE: OFFICE CLERK
JOB NUMBER: 20
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	1	2	1	1	2	1. Give customers directions
3	2	3	2	2	3	2. Make exchanges of merchandise for customers
2	2	1	2	2	3	3. Give cash refunds or charge credits to customers
2	2	3	2	2	3	4. Adjust customer's complaints and grievances
2	2	1	1	2	1	5. Supply customer with information by telephone
2	1	3	2	2	3	6. Authorize customers' checks

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 168

JOB TITLE: OFFICE MANAGER
JOB NUMBER: 21
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	1	1	1	1	1. Handles cash, deposits and cash records
1	1	1	3	1	1	2. Checks and passes merchandise bills for payment
1	2	1	1	1	1	3. Records shortages and overages
1	2	1	1	1	1	4. Reviews and passes employee discount slips, lay-away slips and credit coupons
2	2	1	1	1	1	5. Compiles cash and sales reports
2	2	1	1	1	1	6. Makes necessary payments from cash on hand (example- freight bills)
2	2	1	1	2	2	7. Prepares payroll lists and pay envelopes
2	2	1	1	1	1	8. Packages money
3	3	1	1	1	1	9. Makes pick-ups during the day from various cash registers throughout the store to avoid too much cash exposure
2	2	1	2	3	3	10. Trains new employees
2	2	1	1	1	1	11. Prepares cash assortment for sales floor
2	2	1	1	1	1	12. Prepares money and slips for bank deposit and gives moneybag to messenger
1	2	1	3	1	2	13. Computes stock balances and other stock information
1	1	1	2	1	2	14. Assists in personnel record keeping and credit work as needed

TASKS ADDED BY INTERVIEWEES:

1. Returns defective merchandise to vendors
2. Handles lay-aways
3. Makes retail corrections from price lists
4. Receives and checks freight bills
5. Handles correspondence pertaining to freight claims
6. Handles inventory computations
7. Maintains price list books and manuals
8. Handles weekly and monthly sales reports and inventory control
9. Supervises all functions of cashiers and office clerks
10. Trains new employees in selling procedures and personnel policies
11. Handles and distributes incoming mail
12. Initially interviews job applicants
13. Helps management schedule personnel especially during peak seasons
14. Helps develop vacation schedules, considering seniority, peak periods and major sales events

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 169

JOB TITLE: OFFICE MANAGER
JOB NUMBER: 21
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	2	2	2	3	1. Take physical stock inventory
3	3	1	1	2	3	2. Reorder basic stock
3	3	2	2	1	2	3. Inspect stock for damages or shortages upon receiving

TASKS ADDED BY INTERVIEWEES:

1. Inspect stock for freight claims

RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	2	1	1	2	1. Supply customers information on advertised items
3	3	1	1	1	2	2. Read own and competitor's newspaper ads
3	3	2	2	1	2	3. Shop competitor's advertised merchandise for price, quality and comparison

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 169 (continued)

JOB TITLE: OFFICE MANAGER
JOB NUMBER: 21
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	2	2	1	2	1	1. Give directions to customers
3	3	2	3	2	2	2. Make exchanges of merchandise for customers
3	3	2	3	2	2	3. Give cash refunds or charge credits to customers
3	3	2	3	2	2	4. Adjust customers' complaints and grievances
1	1	1	1	2	1	5. Supply customer with information by telephone
3	3	2	2	2	1	6. Authorize customers' checks

TASKS ADDED BY INTERVIEWEES:

1. Serve customers when handling lay-away purchases

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 170

JOB TITLE: STORE MANAGER
JOB NUMBER: 22
SPECIFIC JOB DUTIES

Interviewees* indicate that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond				Roanoke	CRITICAL TASKS
S	E	S	E	E	
1	1	1	1	1	1. Delegates authority and responsibilities
2	2	3	2	1	2. Selects prospective employees
1	1	1	1	1	3. Maintains harmony among employees adjusting disputes and grievances
2	2	2	2	1	4 Transfers, promotes and dismisses employees
1	1	3	1	1	5. Maintains proper records
2	2	2	1	2	6. Determines store policies and procedures
2	2	1	1	1	7. Studies information that may indicate or forecast some change in consumer demand
1	1	1	1	2	8. Supervises the maintenance of building and equipment
2	2	1	1	3	9. Determines location of various departments
1	2	1	1	1	10. Follows state and federal laws and restrictions concerning store operation
2	2	2	1	1	11. Sets up orientation and training programs
1	1	1	1	1	12. Strives to reduce errors
1	1	1	1	1	13. Plans and follows a budget
1	1	1	1	1	14. Supervises inventory accounting and control
1	1	1	1	1	15. Frequently visits all areas of the store, giving assistance to customers and employees in peak periods
1	1	1	1	1	16. Attempts to stimulate sales by advertising, special sales and promotions
1	2	1	1	1	17. Authorizes merchandise purchases by other management personnel
2	2	1	3	1	18. Studies the cost and means of shipping transportation and routes merchandise shipments
2	1	1	1	1	19. Authorizes merchandise price changes
1	1	1	1	1	20. Authorizes the purchasing of "hot numbers"
1	1	1	1	1	21. Supervises the arrangements of stock and displays
1	1	1	1	1	22. Supervises the training of new employees
1	1	1	3	1	23. Plans and budgets employee hours
1	1	1	3	1	24. Orders merchandise
2	1	1	1	1	25. Plans advertising and promotions
1	2	2	3	1	26. Authorizes payment of delivery charges
1	1	1	1	1	27. Keeps informed of variety store developments and trends
2	2	1	2	1	28. Authorizes returns to manufacturer of damaged goods

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 170 (continued)

JOB TITLE: STORE MANAGER
JOB NUMBER: 22
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond				Roanoke	CRITICAL TASKS	
S	E	S	E	E		
2	1	1	2	1	29.	Appraises and evaluates the performance of store personnel
2	2	1	2	1	30.	Represents the company in merchants' organizations and community activities
1	2	2	1	1	31.	Develops training sessions for selling and non-selling personnel

TASKS ADDED BY INTERVIEWEES:

1. Recruits potential management at colleges and universities
2. Trains future store managers
3. Maintains a well-rounded merchandise stock especially basic items
4. Sees that the store's merchandise is geared to community needs

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 171

JOB TITLE: STORE MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond				Roanoke	CRITICAL TASKS
S	E	S	E	E	
2	1	2	3	3	1. Coordinate displays of advertised and featured merchandise
2	2	3	3	1	2. Purchase display supplies
2	1	1	1	1	3. Inspect and approve displays
2	1	2	1	1	4. Call attention to display specials
2	1	2	1	1	5. Plan coordinated window displays and interior displays
2	2	2	3	3	6. Rearrange displays of merchandise to encourage higher rate of stock turnover

TASKS ADDED BY INTERVIEWEES:

1. Analyze production, space and investment ratio of displays

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 171 (continued)

JOB TITLE: STORE MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond				Roanoke	CRITICAL TASKS
S	E	S	E	E	
3	1	1	3	1	1. Check department for depleted stock
1	2	1	1	1	2. Check stockroom for depleted stock
3	1	1	3	1	3. Initiate stock counts
3	1	2	3	1	4. Reorder from stock counts
3	1	1	2	2	5. Mark-up (and record) stock
3	1	3	1	1	6. Mark-down (and record) stock
3	2	3	1	1	7. Inspect stock for damages or shortages upon receiving
3	2	3	1	1	8. Inspect perishable stock for freshness

TASKS ADDED BY INTERVIEWEES:

1. Train new salespeople in proper stockkeeping

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 171 (continued)

JOB TITLE: STORE MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - ADVERTISING

Richmond				Roanoke	CRITICAL TASKS
S	E	S	E	E	
2	2	3	3	1	1. Keep result files on department ads
2	2	2	3	3	2. Fill telephone or mail orders in response to ads
2	2	2	3	1	3. Try to obtain manufacturer help on cost of ad
2	1	3	3	1	4. Order merchandise to back up ad
2	2	1	3	3	5. Read own and competitor's newspaper ads
2	2	3	3	1	6. Shop competitor's advertised merchandise for price, quality and comparison
2	2	1	3	3	7. Plan advertising budget and future advertising
2	2	3	3	1	8. Approve ad copy and artwork for newspaper ads

TASKS ADDED BY INTERVIEWEES:

1. Plan ad layouts
2. Prepare radio ad copy
3. Approve institutional ads in yearbooks, school events, programs, etc.
4. Coordinate ads with promotional programs

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 171 (continued)

JOB TITLE: STORE MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond				Roanoke	CRITICAL TASKS
S	E	S	E	E	
1	1	1	3	1	1. Give directions to customers
2	2	2	3	2	2. Make exchanges of merchandise for customers
2	2	2	3	2	3. Give cash refunds or charge credits to customers
2	2	2	1	1	4. Adjust customers' complaints and grievances
2	2	2	3	3	5. Supply customers with information by telephone
2	2	2	3	2	6. Authorize customers' checks

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 172

JOB TITLE: SALESPERSON (ENTRY LEVEL)
JOB NUMBER: 1
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond								CRITICAL TASKS
S	E	S	E	S	E	S	E	
1	1	2	2	1	1	1	1	1. Receives cash payment for merchandise purchased by customers
1	1	2	2	1	1	1	1	2. Wraps or bags merchandise
1	1	2	2	1	1	1	1	3. Makes correct change
1	1	1	1	1	1	1	1	4. Replenishes counters or display fixtures with merchandise
1	1	1	1	1	1	1	1	5. Keeps merchandise neatly arranged
1	1	1	1	1	1	1	1	6. Sells merchandise in an assigned area
1	1	3	3	3	3	1	1	7. Receives register money from head cashier at beginning of day
1	1	3	2	1	1	1	1	8. Rings sales on cash register
2	3	1	1	1	1	2	1	9. Weighs and measures merchandise when necessary
2	2	3	2	1	1	2	1	10. Writes out saleschecks
2	1	2	2	1	1	2	1	11. Gives customer sales receipt
3	3	1	2	3	3	1	1	12. Requisitions stock from stockroom
2	2	1	3	2	2	2	1	13. Informs proper person of stock shortages
2	2	2	2	2	2	3	2	14. Takes periodic inventories of stock calling out or recording onto inventory sheets
1	1	3	3	2	2	1	1	15. Returns register money to cashier at day's end
1	1	1	1	1	1	1	1	16. Points out items to customer and assists in sale as she makes her own decision
2	2	2	2	2	2	1	1	17. Fills in "want" slips
1	1	1	1	1	1	1	1	18. Gives customer store directions or merchandise location directions when requested
1	1	1	1	1	1	1	1	19. Emphasizes chief selling points of merchandise customer
1	1	1	1	1	1	1	1	20. Encourages the sale of related items
1	1	3	3	1	2	1	1	21. Handles check; has them authorized
1	1	1	1	1	1	1	1	22. Trades up, trying to sell higher priced merchandise
2	2	1	1	3	3	3	1	23. Reorders stock for assigned counters
2	2	2	2	2	2	2	2	24. Attends weekly meetings in order to learn store policy or new plans
1	1	1	1	1	1	1	1	25. Stacks "below" counter goods so that they can be brought forward with speed and convenience
2	2	2	1	2	2	2	2	26. Reports on slow-selling items
1	1	2	1	1	1	3	1	27. Handles routine exchanges and adjustments trying to cultivate customer good will and repeat business
2	2	2	2	2	2	2	2	28. Assists in training new or less experienced associates
2	3	1	3	1	1	2	1	29. Weighs or measures amounts of merchandise

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 172 (continued)

JOB TITLE: SALESPERSON (ENTRY LEVEL)
JOB NUMBER: 1
SPECIFIC JOB DUTIES

TASKS ADDED BY INTERVIEWEES:

1. Answers "change calls" from salespeople at other registers
2. Relieves at checkout station when needed
3. Sells in other departments when needed
4. Buys from list books
5. Performs housekeeping duties
6. Obtains supplies from stockroom

TABLE 173

RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond								CRITICAL TASKS
S	E	S	E	S	E	S	E	
2	3	2	2	3	3	2	2	1. Gather merchandise from department for display windows
2	2	2	2	2	2	2	2	2. Set up counter displays of items
2	2	2	1	2	2	2	2	3. Set up department displays of sale items
2	1	1	1	1	2	1	2	4. Set up merchandise on shelves or floor attractively and neatly
1	2	1	1	1	2	1	2	5. Restock counter or fixtures
3	3	2	2	3	3	2	2	6. Return window display merchandise to stock
2	2	2	2	2	2	2	2	7. Coordinate displays of advertised and featured merchandise
2	2	2	2	2	2	2	2	8. Store unused display materials and fixtures
2	2	2	2	1	2	2	2	9. Call attention to display specials
2	2	2	2	1	2	2	2	10. Rearrange displays of merchandise to encourage higher rate of stock turnover

TASKS ADDED BY INTERVIEWEES:

1. Keep displays dusted and neat
2. Give display suggestions to management
3. Watch fast-moving items so that reorders may be placed and additional display space may be provided.

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 173 (continued)

JOB TITLE: SALESPERSON (ENTRY LEVEL)
JOB NUMBER: 1
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond								CRITICAL TASKS
S	E	S	E	S	E	S	E	
1	1	1	1	1	1	1	1	1. Clean, dust, cover stock
2	2	3	2	2	2	2	2	2. Reticket stock
2	1	2	1	1	1	1	2	3. Check department for depleted stock
3	3	2	1	2	1	2	3	4. Check stockroom for depleted stock
2	2	2	1	1	1	1	1	5. Fill in floor fixtures or bins
1	2	2	1	2	2	2	1	6. Rearrange stock in department
3	3	2	3	1	1	2	2	7. Submit want slips
2	3	2	2	2	1	3	3	8. Make special orders
2	2	2	2	2	2	2	2	9. Take stock counts
2	2	2	2	3	2	3	3	10. Reorder from stock counts
2	2	2	2	3	2	2	2	11. Take physical stock inventory
2	2	2	2	3	3	3	3	12. Reorder basic stock
2	2	3	2	2	2	3	3	13. Mark-down (and record) stock
2	2	2	2	1	1	2	2	14. Inspect stock for damages or shortages upon receiving
2	2	3	2	2	3	3	2	15. Ticket or mark stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

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TABLE 173 (continued)

JOB TITLE: SALESPERSON (ENTRY LEVEL)
JOB NUMBER: 1
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond								CRITICAL TASKS
S	E	S	E	S	E	S	E	
2	2	2	2	1	2	2	2	1. Supply customers information on advertised items
2	2	2	2	2	3	2	2	2. Display advertised merchandise in the department
2	2	2	2	3	2	2	3	3. Inform salespeople involved about advertised merchandise
2	2	2	3	3	3	3	3	4. Fill telephone or mail orders in response to ads
2	2	2	2	3	3	3	3	5. Order merchandise to back-up ad
2	2	2	2	2	2	1	1	6. Read own and competitor's newspaper ads
2	2	2	2	2	2	2	2	7. Shop competitor's advertised merchandise for price, quality and comparison
2	2	2	2	2	2	2	2	8. Point out advertised merchandise to customer and emphasize its selling points

TASKS ADDED BY INTERVIEWEES:

1. Call customer if out-of-stock merchandise has arrived

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 173 (continued)

JOB TITLE: SALESPERSON (ENTRY LEVEL)
JOB NUMBER: 1
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond								CRITICAL TASKS
S	E	S	E	S	E	S	E	
1	1	1	1	1	1	1	1	1. Give customers directions
1	1	3	2	1	2	1	1	2. Make exchanges of merchandise for customers
1	1	3	2	1	3	3	1	3. Adjust customers' complaints and grievances
3	3	2	2	2	3	3	1	4. Give demonstrations of merchandise for customers
2	2	2	2	2	2	2	2	5. Supply customers with information by telephone

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 174

JOB TITLE: SALESPERSON (ENTRY LEVEL)
JOB NUMBER: 1
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Roanoke						CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	3	3	3	1. Receives cash payment for merchandise purchased by customers
1	1	1	2	2	3	2. Wraps or bags merchandise
1	1	1	3	1	3	3. Makes correct change
1	1	1	1	1	1	4. Replenishes counters or display fixtures with merchandise
1	1	1	1	1	1	5. Keeps merchandise neatly arranged
1	1	1	1	1	1	6. Sells merchandise in an assigned area
3	1	1	3	1	3	7. Receives register money from head cashier at beginning of day
1	1	1	2	1	3	8. Rings sales on cash register
1	1	1	1	1	1	9. Weighs and measures merchandise when necessary
3	1	1	3	1	3	10. Gives customer sales receipt
1	1	1	1	1	1	11. Requisitions stock from stockroom
1	1	1	1	1	2	12. Informs proper person of stock shortages
1	1	1	1	2	1	13. Takes periodic inventories of stock calling out or recording onto inventory sheets
1	1	1	3	1	3	14. Returns register money to cashier at day's end
1	1	1	1	1	1	15. Points out items to customer and assists in sale as she makes her own decision
1	2	1	1	1	1	16. Fills in "want" slips
1	1	1	1	1	1	17. Gives customer store directions or merchandise location directions when requested
1	1	1	1	1	1	18. Emphasizes chief selling points of merchandise to customer
1	1	1	1	1	1	19. Encourages the sale of related items
1	1	3	3	1	3	20. Handles checks; has them authorized
1	1	1	1	1	1	21. Trades up, trying to sell higher priced merchandise
1	1	3	3	1	1	22. Reorders stock for assigned counters
1	1	1	1	1	1	23. Attends weekly meetings in order to learn store policy or new plans
1	1	1	1	1	1	24. Stacks "below" counter goods so that they can be brought forward with speed and convenience
1	1	1	1	1	1	25. Reports on slow-selling items
1	1	1	3	1	1	26. Handles routine exchanges and adjustments trying to cultivate customer good will and repeat business
1	1	1	2	1	1	27. Assists in training new or less experienced associates
1	1	1	1	1	1	28. Weighs or measures amounts of merchandise as required

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 174 (continued)

JOB TITLE: SALESPERSON (ENTRY LEVEL)
JOB NUMBER: 1
SPECIFIC JOB DUTIES

TASKS ADDED BY INTERVIEWEES:

1. Performs housekeeping duties in the department
2. Writes error slips
3. Displays featured merchandise
4. Handles lay-away sales

TABLE 175

RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Roanoke						CRITICAL TASKS
S	E	S	E	S	E	
2	3	1	3	3	2	1. Gather merchandise from department for display windows
1	1	1	1	1	1	2. Set up counter displays of items
1	1	1	1	3	2	3. Set up department displays of sale items
1	1	1	1	1	1	4. Set up merchandise on shelves or floor attractively and neatly
3	1	1	1	3	3	5. Cover displays at night
1	1	1	1	1	1	6. Restock counter or fixtures
1	3	1	1	3	2	7. Return window display merchandise to stock
1	1	1	1	3	1	8. Coordinate displays of advertised and featured merchandise
1	2	3	1	3	3	9. Store unused displays materials and fixtures
1	1	2	1	2	2	10. Call attention to display specials
1	1	1	3	3	3	11. Plan coordinated window displays and interior displays
1	1	1	1	1	1	12. Rearrange displays of merchandise to encourage higher rate of stock turnover

TASKS ADDED BY INTERVIEWEES:

1. Requisition signs

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 175 (continued)

JOB TITLE: SALESPERSON (ENTRY LEVEL)
JOB NUMBER: 1
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Roanoke						CRITICAL TASKS
S	E	S	E	S	E	
2	3	2	1	2	2	1. Repair stock
1	1	1	1	1	1	2. Clean, dust, cover stock
1	1	1	1	1	1	3. Reticket stock
1	1	1	1	1	1	4. Check department for depleted stock
1	1	1	1	1	1	5. Check stockroom for depleted stock
1	1	1	1	1	1	6. Fill in floor fixtures or bins
1	1	1	1	1	1	7. Rearrange stock in department
2	3	2	3	1	1	8. Keep stock in stockroom organized and accessible
1	2	1	1	1	1	9. Submit want slips
1	3	1	1	1	2	10. Make special orders
1	1	1	1	1	1	11. Take stock counts
1	1	3	3	1	1	12. Reorder from stock counts
1	3	3	1	1	1	13. Correct stock control books from stock counts
1	1	1	1	1	2	14. Take physical stock inventory
1	1	3	3	1	1	15. Reorder basic stock
1	1	1	1	3	3	16. Mark-dup (and record) stock
1	1	1	1	3	3	17. Mark-down (and record) stock
1	1	1	1	1	1	18. Inspect stock for damages or shortages upon receiving
2	1	2	3	1	1	19. Ticket or mark stock
1	1	1	3	1	1	20. Inspect perishable stocks (food items) for freshness

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 175 (continued)

JOB TITLE: SALESPERSON (ENTRY LEVEL)
JOB NUMBER: 1
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Roanoke						CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Supply customers information on advertised items
1	1	1	1	1	1	2. Display advertised merchandise in the department
2	1	1	3	1	1	3. Inform salespeople involved about advertised merchandise
2	3	1	1	2	2	4. Post copy of ad for salespeople's information
1	1	1	1	2	2	5. Keep result files on department ads
2	2	1	1	3	3	6. Fill telephone or mail orders in response to ads
1	2	3	1	1	1	7. Order merchandise to back-up ad
1	1	1	1	1	1	8. Read own and competitor's newspaper ads
2	2	1	1	2	2	9. Shop competitor's advertised merchandise for price, quality and comparison
3	3	1	3	2	2	10. Place ad tear sheets in strategic areas in store or department
1	1	2	3	3	3	11. Give demonstrations of advertised merchandise
1	1	1	1	1	1	12. Point out advertised merchandise to customer and emphasize its selling points

TASKS ADDED BY INTERVIEWEES:

1. See that merchandise is correctly price-marked and signs are made for an ad
2. Count remaining merchandise from an ad to check on effectiveness of ad
3. Make suggestions as to merchandise which should be advertised

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 175 (continued)

JOB TITLE: SALESPERSON (ENTRY LEVEL)
JOB NUMBER: 1
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Roanoke						CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Give customers directions
1	1	2	1	1	1	2. Make exchanges of merchandise for customers
1	1	3	3	1	3	3. Give cash refunds or charge credits to customers
1	2	1	2	2	1	4. Adjust customers' complaints and grievances
1	3	1	3	2	3	5. Give demonstrations of merchandise for customers
1	1	1	1	1	1	6. Supply customers with information by telephone

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 176

JOB TITLE: SALESPERSON (ENTRY LEVEL)
JOB NUMBER: 1
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Wytheville				CRITICAL TASKS
S	E	S	E	
1	1	1	1	1. Receives cash payment for merchandise purchased by customers
1	1	1	1	2. Wraps or bags merchandise
1	1	1	1	3. Makes correct change
1	1	1	1	4. Replenishes counters or display fixtures with merchandise
1	1	1	1	5. Keeps merchandise neatly arranged.
1	1	1	1	6. Sells merchandise in an assigned area
1	1	1	1	7. Receives register money from head cashier at beginning of day
1	1	1	1	8. Rings sales on cash register
1	2	2	2	9. Weighs and measures merchandise when necessary
1	1	1	1	10. Gives customer sales receipt
3	3	2	2	11. Requisitions stock from stockroom
3	3	2	1	12. Informs proper person of stock shortages
1	2	2	2	13. Takes periodic inventories of stock calling out or recording onto inventory sheets
1	1	1	1	14. Returns register money to cashier at day's end
1	1	1	1	15. Points out items to customer and assists in sale as she makes her own decision
1	1	1	1	16. Gives customer store directions or merchandise location directions when requested
1	1	1	1	17. Emphasizes chief selling points of merchandise to customer
1	1	1	1	18. Encourages the sale of related items
2	1	1	1	19. Handles checks; has them authorized
1	1	1	1	20. Trades up, trying to sell higher priced merchandise
1	2	1	1	21. Reorders stock for assigned counters
2	2	2	3	22. Attends weekly meetings in order to learn store policy or new plans
1	1	1	2	23. Stacks "below" counter goods so that they can be brought forward with speed and convenience
1	2	2	2	24. Reports on slow-selling items
1	1	1	3	25. Handles routine exchanges and adjustments trying to cultivate customer good will and repeat business
2	2	2	2	26. Assists in training new or less experienced associates

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 177

JOB TITLE: SALESPERSON (ENTRY LEVEL)
JOB NUMBER: 1
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Wytheville				CRITICAL TASKS
S	E	S	E	
1	2	2	2	1. Gather merchandise from department for display windows
1	2	2	2	2. Set up counter displays of items
1	2	2	2	3. Set up department displays of sale items
1	1	1	2	4. Set up merchandise on shelves or floor attractively and neatly
1	1	1	2	5. Restock counter or fixtures
1	2	3	2	6. Return window display merchandise to stock
2	2	2	2	7. Coordinate displays of advertised and featured merchandise
1	2	2	3	8. Store unused display materials and fixtures
1	2	2	2	9. Direct the setting up of displays
1	2	3	2	10. Inspect and approve displays
1	2	1	2	11. Call attention to display specials
1	2	3	2	12. Rearrange displays of merchandise to encourage higher rate of stock turnover

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 177 (continued)

JOB TITLE: SALESPERSON (ENTRY LEVEL)
JOB NUMBER: 1
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Wytheville				CRITICAL TASKS
S	E	S	E	
1	1	2	2	1. Clean, dust, cover stock
1	2	2	2	2. Reticket stock
1	2	1	2	3. Check department for depleted stock
3	3	2	2	4. Check stockroom for depleted stock
1	1	1	1	5. Fill in floor fixtures or bins
1	1	2	2	6. Rearrange stock in department
1	3	2	3	7. Make special orders
1	2	2	2	8. Take stock counts
1	2	2	2	9. Initiate stock counts
1	2	2	2	10. Reorder from stock counts
1	3	2	3	11. Correct stock control books from stock counts
2	2	2	2	12. Take physical stock inventory
1	2	2	2	13. Reorder basic stock
1	2	2	2	14. Mark-up (and record) stock
1	2	2	2	15. Mark-down (and record) stock
1	1	2	2	16. Inspect stock for damages or shortages upon receiving
1	1	2	1	17. Ticket or mark stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 177 (continued)

JOB TITLE: SALESPERSON (ENTRY LEVEL)
JOB NUMBER: 1
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Wytheville				CRITICAL TASKS
S	E	S	E	
1	2	2	1	1. Supply customers information on advertised items
1	2	2	2	2. Display advertised merchandise in the department
2	2	3	2	3. Inform salespeople involved about advertised merchandise
2	2	3	2	4. Post copy of ad for salespeople's information
2	2	2	3	5. Order merchandise to back-up ad
1	1	2	2	6. Read own and competitor's newspaper ads
2	3	2	2	7. Shop competitor's advertised merchandise for price, quality and comparison
1	2	3	2	8. Place ad tear sheets in strategic areas in store or department
1	2	2	2	9. Point out advertised merchandise to customer and emphasize its selling points

RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Wytheville				CRITICAL TASKS
S	E	S	E	
1	1	1	1	1. Give customers directions
1	1	1	1	2. Make exchanges of merchandise for customers
1	1	2	1	3. Give cash refunds or charge credits to customers
1	3	2	1	4. Adjust customers' complaints and grievances
2	2	1	1	5. Authorize customers'checks

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 178

JOB TITLE: COMMISSIONED SALESPERSON
JOB NUMBER: 1X
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		CRITICAL TASKS
S	E	
2	3	1. Wraps or bags merchandise
1	1	2. Replenishes counters or display fixtures with merchandise
1	1	3. Keeps merchandise neatly arranged
1	1	4. Sells merchandise in an assigned area
1	1	5. Writes out saleschecks
1	1	6. Gives customer sales receipt
1	1	7. Requisitions stock from stockroom
1	1	8. Informs proper person of stock shortages
2	2	9. Takes periodic inventories of stock calling out or recording onto inventory sheets
1	1	10. Gives customer store directions or merchandise location directions when requested
1	1	11. Emphasizes cheif selling points of merchandise to customer
1	1	12. Encourages the sale of related items
1	3	13. Secures credit authorization
1	1	14. Trades up, trying to sell higher priced merchandise
1	2	15. Reorders stock for assigned counters
2	3	16. Attends weekly meetings in order to learn store policy or new plans
1	3	17. Stacks "below" counter goods so that they can be brought forward with speed and convenience
2	2	18. Reports on slow selling items
1	1	19. Handles routine exchanges and adjustments trying to cultivate customer good will and repeat business
2	2	20. Assists in training new or less experienced associates
1	1	21. Points out items to customer and assists in sale as she makes her own decision

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 179

JOB TITLE: COMMISSIONED SALESPERSON
JOB NUMBER: 1X
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		CRITICAL TASKS
S	E	
2	2	1. Gather merchandise from department for display windows
1	2	2. Set up counter displays of items
1	2	3. Set up department displays of sale items
1	1	4. Set up merchandise on shelves or floor attractively and neatly
1	1	5. Display showcases
1	2	6. Restock counter or fixtures
2	2	7. Return window display merchandise to stock
1	2	8. Coordinate displays of advertised and featured merchandise
3	2	9. Purchase display supplies
2	2	10. Store unused display materials and fixtures
2	2	11. Direct the setting up of displays
2	2	12. Inspect and approve displays
2	2	13. Call attention to display specials
2	2	14. Plan coordinated window displays and interior displays
1	2	15. Rearrange displays of merchandise to encourage higher rate of stock turnover

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 179 (continued)

JOB TITLE: COMMISSIONED SALESPERSON
JOB NUMBER: 1X
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		CRITICAL TASKS
S	E	
1	1	1. Clean, dust, cover stock
1	1	2. Reticket stock
1	1	3. Check department for depleted stock
1	2	4. Check stockroom for depleted stock
1	1	5. Fill in floor fixtures or bins
1	2	6. Fill in stockroom
1	1	7. Rearrange stock in department
1	2	8. Keep stock in stockroom organized and accessible
2	2	9. Make special orders
1	2	10. Take stock counts
2	2	11. Initiate stock counts
3	2	12. Reorder from stock counts
2	1	13. Correct stock control books from stock counts
1	2	14. Take physical stock inventory
3	2	15. Reorder basic stock
3	2	16. Mark-up (and record) stock
3	2	17. Mark-down (and record) stock
2	2	18. Inspect stock for damages or shortages upon receiving
1	1	19. Ticket or mark stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 179 (continued)

JOB TITLE: COMMISSIONED SALESPERSON
JOB NUMBER: 1X
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		CRITICAL TASKS
S	E	
1	2	1. Supply customers information on advertised items
1	2	2. Display advertised merchandise in the department
2	3	3. Inform salespeople involved about advertised merchandise
2	3	4. Post copy of ad for salespeople's information
3	2	5. Order merchandise to back up ad
1	1	6. Read your own and competitor's newspaper ads
1	2	7. Shop competitors' advertised merchandise for price, quality and comparison
2	3	8. Place ad tear sheets in strategic areas in store or department
1	1	9. Give demonstrations of advertised merchandise
2	2	10. Approve ad copy and artwork for newspaper ads
1	1	11. Point out advertised merchandise to customer and emphasize its selling points

RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		CRITICAL TASKS
S	E	
1	1	1. Give directions to customers
2	2	2. Make exchanges of merchandise for customers
2	3	3. Give cash refunds or charge credits to customers
2	1	4. Adjust customers' complaints and grievances
1	1	5. Give demonstrations of merchandise for customers
1	1	6. Supply customers with information by telephone
3	2	7. Give free samples of merchandise to customers

TASKS ADDED BY INTERVIEWEES:

1. Go to customers' homes to obtain installation measurements, give demonstrations and adjust complaints.

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 180

VARIETY STORE PERSONNEL CONTACTS

CONTACTS	JOBS* 4	15	1	1x	3	16	17	18	19	5	20	21	22
1. Salesperson	X	X	X	X	X	X	X	X	X	X	X	X	X
2. Marker/Stockman		X	X	X	X	X	X	X	X	X	X	X	X
3. Checkout Cashier	X	X	X	X	X	X	X	X	X	X	X	X	X
4. Department Manager	X	X	X	X	X	X	X	X	X	X	X	X	X
5. Assistant Store Manager	X	X	X	X	X	X	X	X	X	X	X	X	X
6. Store Manager	X	X	X	X	X	X	X	X	X	X	X	X	X
7. Personnel Manager	X	X	X	X	X	X	X	X	X	X	X	X	X
8. Executive Trainee	X	X	X	X	X	X	X	X		X	X	X	X
9. Stockroom Supervisor	X		X	X	X	X	X	X	X	X	X	X	X
10. Credit Personnel			X	X	X		X					X	X
11. Section or Floor Manager	X	X	X	X	X	X	X	X	X	X	X	X	X
12. Maintenance Personnel		X	X	X	X	X	X	X	X	X	X	X	X
13. Clerical		X	X	X	X	X	X	X	X	X	X	X	X
14. Secretary		X	X	X		X	X	X	X	X			X
15. Central Office Supervisor		X	X	X	X	X	X	X	X	X		X	X
16. Lunch Counter Personnel	X		X	X	X	X	X	X		X	X	X	X
17. Cashier/Bookkeeper or Office Manager	X		X	X	X	X	X	X	X	X	X	X	X

PERSONNEL CONTACTS ADDED BY INTERVIEWEES:

1. Display Personnel
2. Sign shop personnel
3. Store engineer
4. Night porters
5. Lay-away department personnel
6. Sign printer
7. Window trimmer
8. Restaurant manager
9. Advertising manager
10. Janitor

* Jobs are identified in the Two-Step Continuum on page 485.

TABLE 181

VARIETY STORE OUTSIDE-OF-STORE CONTACTS

CONTACTS	4	15	1	1X	3	16	17	18	19	5	20	21	22
1. Salesmen		X	X	X	X	X	X	X	X	X	X	X	X
2. Newspaper, television, or radio personnel				X		X					X	X	X
3. Distributive Education Coordinators	X				X	X		X				X	X
4. Competitive store personnel			X	X		X	X			X			X
5. Truckmen	X	X		X	X	X					X	X	
6. Banking personnel						X					X	X	X
7. Advertising agency personnel													
8. Customers	X	X	X	X	X	X	X	X	X	X	X	X	X
9. Postal authorities	X	X				X	X				X	X	X
10. Credit Bureau personnel							X				X		
11. Health Department inspectors		X				X		X					X

(JOBS*)

OUTSIDE-OF-STORE CONTACTS ADDED BY INTERVIEWEES:

1. Employment agencies
2. Retail Merchants' Association
3. Civic clubs and business organizations
4. Maintenance and service businesses
5. Collection agency
6. Lawyer
7. Employment Commission
8. Personnel directors of other stores
9. Police authorities
10. "Claim men" (trucking companies)
11. Fire marshall
12. United Parcel Service Personnel
13. Insurance inspectors

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* Jobs are identified in the Two-Step Continuum on page 485.

TABLE 182

VARIETY STORE SUPERVISORY RESPONSIBILITIES

RESPONSIBILITIES **	JOBS*													
	4	15	1	1x	3	16	17	18	19	5	20	21	22	
1. Salesperson		X			X	X		X		X			X	
2. Stockman					X	X							X	
3. Department Manager						X		X					X	
4. Clerical												X	X	
5. Credit Personnel													X	
6. Receiving and Marking Personnel		X				X							X	
7. Personnel Manager													X	
8. Checkout Cashier					X	X							X	
9. Deliveryman		X											X	
10. Secretary													X	
11. Section Manager or Floor Manager						X		X					X	
12. Management Trainee						X							X	
13. D. E. Students		X			X	X		X					X	
14. Lunch Counter Manager													X	
15. Waitresses													X	
16. Assistant Store Manager													X	
17. Office Manager													X	

SUPERVISORY RESPONSIBILITIES ADDED BY INTERVIEWEES:

1. Window trimmer
2. Advertising manager
3. Office cashier
4. Maintenance personnel
5. Floorgirl
6. Mailing clerks

** The personnel listed are those supervised by the workers as indicated by job numbers.

* Jobs are identified in the Two-Step Continuum on page 485.

TABLE 183

VARIETY STORE EQUIPMENT AND MATERIALS

EQUIPMENT AND MATERIALS	JOBS*												
	4	15	1	1x	3	16	17	18	19	5	20	21	22
1. Cash register	X	X	X		X	X	X	X	X	X	X	X	X
2. Telephone	X	X	X	X	X	X	X	X	X	X	X	X	X
3. Intercom system		X		X	X	X	X	X	X	X	X	X	X
4. Fabric measuring machine		X	X		X	X	X	X				X	
5. Wrapping paper/bags	X	X	X		X	X	X	X	X	X	X		
6. Scales		X	X		X	X	X	X			X	X	X
7. Uniforms		X	X					X	X	X		X	
8. Lunch counter equipment													
9. Display supplies, fixtures and backgrounds	X	X	X	X	X	X		X		X			X
10. Mannequins	X	X			X	X		X		X			X
11. Signs and sign holders	X	X	X	X	X	X	X	X	X	X			X
12. Filing equipment	X	X		X		X	X	X			X	X	X
13. Typewriters							X					X	
14. Marking and tagging machines	X	X		X	X	X			X	X			
15. Small floor trucks	X	X	X	X	X	X		X		X			
16. Adding machine			X	X	X	X	X	X		X	X	X	X
17. Charge plate stamping machine													
18. Merchandise order forms		X	X	X	X	X	X	X		X	X	X	X
19. Credit application forms							X						X
20. Price tickets	X	X	X	X	X	X		X	X	X			X
21. Marking stamps and marking crayons	X	X	X	X	X	X		X	X	X			X
22. Wire cutters	X	X	X	X	X	X				X			X

EQUIPMENT AND MATERIALS ADDED BY INTERVIEWEES:

1. Store safe
2. Dictating machine
3. Calculator
4. Shade cutter
5. Key duplicating machine
6. Price lists
7. Glass cutters
8. Time clock and cards
9. Conveyer belts
10. Case cutters
11. Switchboard
12. Price list books
13. Training manuals and films
14. Bank deposit bags
15. Rubber stamps
16. Money bags and money wrappers
17. Stapler
18. Locks and keys
19. Cleaning equipment
20. Shelf tags

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* Jobs are identified in the Two-Step Continuum on page 485.

COMPETENCY CLUES

MERCHANDISE INFORMATION

Interviewees indicated that they needed to know the following types of information concerning merchandise information in order to perform their job tasks:

1. The names of the brands or manufacturers
   4 15 1 1X 3 16 18 19 5 22

2. The uses of merchandise
   4 15 1 1X 3 16 17 18 19 5 22

3. Proper accessories for merchandise
   4 15 1 1X 3 16 18 19 5 22

4. The department from which merchandise comes
   4 15 1 1X 3 16 18 19 5 20 21 22

5. The materials that go into the product
   1 1X 3 16 17 18 19 5 22

6. The newest development in materials and new processes
   1 1X 3 16 18 19 5 22

7. Available sizes of merchandise
   1 1X 3 16 17 18 19 5 22

8. Latest colors in style
   1 1X 3 16 18 19 5 22

9. Latest styles of merchandise in your department
   1 1X 3 16 17 18 19 5 22

10. The durability or length of life of merchandise
    1 1X 3 16 18 19 5 22

11. Manufacturer guarantees
    1 1X 3 16 17 18 19 5 22

12. How to care for merchandise and be able to clearly explain
    4 1 1X 3 16 17 18 19 5 22

13. Prices of merchandise
    4 15 1 1X 3 16 17 18 19 5 21 22

COMPETENCY CLUES

MERCHANDISE INFORMATION
(continued)

COMPETENCY CLUES ADDED BY INTERVIEWEES:

1. Know the advantages of one item of merchandise over another
2. Know how merchandise should be priced
3. Know how to plan merchandise displays for various types of merchandise
4. Know when one brand runs larger or smaller than another
5. Know how to measure for correct size or fit
6. Know competitions' merchandise and prices
7. Know how to select merchandise according to season and the locality served

COMPETENCY CLUES

STORE POLICIES AND PROCEDURES

Interviewees indicated that they needed to know the following types of information concerning store policies and procedures in order to perform their job tasks:

1. Sales procedure
   4 15 1 1X 3 16 17 18 19 5 20 21 22

2. Merchandise protection
   4 15 1 1X 3 16 17 18 19 5 20 21 22

3. Credit authorization
   1X 3 17 21 22

4. Returns to vendors
   4 15 1 1X 3 16 17 18 5 20 21 22

5. Customer complaints and returns
   15 1 1X 3 16 17 18 19 5 20 21 22

6. Training procedures
   4 15 1 1X 3 16 17 18 19 5 20 21 22

7. Inventory control systems
   15 1 1X 3 16 17 18 19 5 20 21 22

8. Store guarantees to customers
   1 1X 3 16 17 18 19 5 20 21 22

9. Sales promotion policies and procedures (advertising and display)
   1 1X 3 16 17 18 19 5 20 21 22

10. Customer credit structure
    1X 17 21 22

11. Pricing merchandise
    4 15 1 1X 3 16 17 18 19 5 21 22

12. Buying policies
    1 1X 3 16 17 18 5 21 22

13. Executive training policies
    1X 3 16 17 18 5 22

14. Personnel policies
    4 15 1 1X 3 16 17 18 19 5 20 21 22

15. Merchandise receiving procedures
    4 15 1 1X 3 16 17 18 5 21 22

COMPETENCY CLUES

STORE POLICIES AND PROCEDURES
(continued)

COMPETENCY CLUES ADDED BY INTERVIEWEES:

1. Fire regulations and safety rules
2. Regulations and policies controlling minors

VARIETY STORE COMPETENCIES[7]

AREA OF ADVERTISING

Knowledges and Understandings:

1. Knowledge of the uses of promotional and institutional advertising.

   5 22 19 21 18 3 16 1X 1

2. Knowledge of the types of media that are available for advertising - periodicals (newspapers, magazines, trade journals), mass media (radio, tv, billboards), and direct advertising (catalogs, circulars, letters).

   16 22

3. Knowledge of prices, available sizes, colors, styles, models of merchandise being advertised in order to better promote it.

   1X 3 16 5 22 19 1

4. Knowledge of the merchandise features to analyze when making comparison shoppings of a competitor's merchandise.

   1X 3 16 19 5 22 1

5. Knowledge of the factors to consider when checking advertising proofs for corrections.

   1X 3 16 22

7. Knowledge of the relative costs of advertising in various media.

   16 22

8. Knowledge of the procedures for handling mail and telephone orders in response to ads.

   4 1X 1 22 15 3 16 17 18 5

9. Knowledge of the various methods which can be used to inform customers of special events.

   1 1X 3 16 22 19 5

10. Knowledge of the procedure for preparing an advertising budget and schedule, apportioning ad money to departments on basis of their needs.

   16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 485 for job numbers.

VARIETY STORE COMPETENCIES

AREA OF ADVERTISING

Knowledges and Understandings:

11. Knowledge of the purposes of advertising such as build a reputation for the store, draw customers into the store, stabilize sales volume and introduce new products.

    1 1X 3 16 18 17 19 5 20 21 22

12. Knowledge of the significance of brand names in that they are likely to create customer preference and establish a company or product in the public mind.

    1 1X 3 16 19 5 22

13. Knowledge of the types of information or events which might be of interest to the public from a public relations or publicity standpoint.

    16 22

14. Knowledge of the supply of merchandise available to back up an ad effectively.

    1 1X 3 16 5 22

15. Knowledge of the ways in which past advertisements can be helpful in planning future ads.

    16 22 5 3

16. Knowledge of how to select merchandise for advertising that is both seasonal and timely.

    1X 3 16 22 5

17. Understanding that an appealing advertising headline gains the customer's attention.

    3 16 22 1X 5

18. Knowledge of how to tie together advertising, sales promotion and public relations programs in an effort to bring the variety store to the attention and consideration of the largest possible number of prospective customers.

    16 22

19. Knowledge of how to secure or prepare good illustrations that will maintain a customer's interest in an ad.
    16 22

20. Knowledge of how to evaluate the effectiveness of various advertising media for merchandise being advertised.

    16 22

VARIETY STORE COMPETENCIES

AREA OF ADVERTISING

Skills:

1. Skill in keeping personnel informed of sales promotion activities within the store.

   1X 3 5 17 15 16 18 21

2. Skill in studying specific information in ads and using the advertised facts effectively in selling.

   1 1X 3 16 22 19 5

3. Skill in evaluation of the effectiveness of advertising in terms of sales and costs.

   16 22

4. Skill in working effectively with advertising and display departments to plan and carry out special advertising or display within the department.

   3 5 16 22

5. Skill in correctly informing customers of the location of advertised merchandise within the store.

   4 15 1 1X 3 16 17 18 19 5 20 21 22

6. Skill in preparing information for advertising copy that will create customer desire.

   16 22 3

7. Ability to use promotional, institutional or a combination of promotional and institutional advertising to best promote merchandise, services and store image.

   16 22

8. Ability to select merchandise for advertising that is seasonal and timely.

   3 16 5 22

9. Skill in analyzing past advertisements for their effectiveness and for guidance in planning future ads.

   16 22

10. Ability to prepare an advertising budget and schedule for a store which will apportion ad money for its most effective use.

    16 22

11. Ability to inform customers of special events or promotions within the store.

    1 1X 16 3 22 5 17 19 18

12. Skill in checking advertising proofs for corrections, omissions and additions.

    3 16 22 5

VARIETY STORE COMPETENCIES

AREA OF ADVERTISING

Skills:

13. Ability to make comparison shoppings of a competitor's merchandise.

    1 1X 3 16 22 5

14. Skill in selecting the best medium for the type advertising to be done.

    16 22

15. Skill in coordinating national or chain advertising with the on-floor selling activities.

    3 16 5 22

Attitudes:

1. Attitude that although advertising's ultimate goal is to sell goods and services. the salesperson usually must complete the sale.

   1 1X 3 16 22 5

2. Attitude that good advertising will help increase sales for a department by creating interest and desire in customers.

   5 1X 1 3 16 22

3. Attitude that an awareness of competitor's advertised merchandise - its price and competitive selling features - is beneficial in selling one's own merchandise.

   1X 1 3 16 22 19 5

4. Attitude that the available quantities of advertised merchandise should be checked before an ad breaks.

   1 1X 3 16 22 5

5. Attitude that advertising helps to build customer loyalty for the store and for individual departments.

   16 22 5 1 1X 3 19

6. Attitude that advertising presells goods and services to the customer. making the customer easier to sell once he or she is in the store.

   16 22 3 1 1X 19 5

7. Attitude that advertising helps stabilize volume by maintaining interest during a slow selling period. (Example: white sales in January)

   16 22 3 19 5 1X 1

8. Attitude that effective advertising builds goodwill in customers.

   16 22 3 19 5 1X 1

VARIETY STORE COMPETENCIES

AREA OF ADVERTISING

Attitudes:

9. Attitude that advertising can be developed to produce immediate sales or create a favorable attitude toward the store for future sales.

   16 22 1X 3 5

10. Attitude that advertising, to be effective, must be supplemented by attractive displays, well-informed and intelligent sales force and prompt, courteous service.

    16 22 5 3 19 1X 1

11. Attitude that it is necessary to know facts about merchandise being advertised such as prices, brand names, available sizes, colors, styles and models in order to better promote or sell it.

    1 1X 3 16 18 19 5 22

12. Attitude that advertising's effectiveness is strengthened with skillfully coordinated displays of the merchandise being advertised.

    1 1X 3 16 5 22 19

13. Attitude that newspaper advertising must be read in order to keep informed of the advertising done by one's own store and its competitors.

    1X 1 3 16 17 19 5 22

14. An appreciation for advertising in its role as mass seller, bringing together buyer and seller and helping promote mass distribution for an economy geared to mass production.

    19 1X 1 3 16 5 22 17 18

15. Attitude that past advertisements should be analyzed for their effectiveness and as a guide in planning future ads.

    3 16 5 22

16. Attitude that advertising is a form of preselling-a tool which catches attention, arouses interest, creates desire and induces action.

    1 1X 3 16 22 19

23. Attitude that advertising budgets and schedules should be based on factual information and sound judgment.

    16 22

VARIETY STORE COMPETENCIES[7]

AREA OF COMMUNICATIONS

Knowledges and Understandings:

1. Knowledge of how to suggest changes to management.

   4 1 1X 15 3 16 17 18 19 5 20 21 22

2. Knowledge of how to use written communications in forms and reports.

   16 22 21 18 3 20 17 15 4 1 1X

3. Knowledge of the correct forms used in business letter writing.

   22 21 20 18

4. Knowledge of how to address other people in a business-like manner whether they are customers, fellow employees, supervisors or management.

   4 1 1X 15 3 16 17 18 19 5 20 21 22

5. Knowledge of how to communicate to others in order to encourage them to work willingly.

   1 1X 3 15 21 16 22 5

6. Knowledge of how to interview tactfully charge account applicants, obtaining all necessary data.

   21 22 16 17

8. Knowledge of the approaches which can be used in assigning duties and delegating authority so that everything is completely clear.

   15 3 16 5 21 22

9. Knowledge of the situations in which to use a technical language or commonly understood language.

   3 16 18 21 22 1 1X 5 19 15

10. Knowledge of when to keep communications confidential.

    4 15 1 1X 3 16 17 18 19 5 20 21 22

12. Knowledge of adult training classes offered distributive workers by the local public school system and other agencies in the community.

    16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 485 for job numbers.

VARIETY STORE COMPETENCIES

AREA OF COMMUNICATIONS

Knowledges and Understandings:

13. Knowledge of the important benefits - both short and long-range derived from keeping the public as much aware of the store's image as possible.

    22 16 5 3

14. Understanding that to control grievances within the organization, employees should be given timely information concerning policies and procedures.

    15 3 16 18 5 21 22

16. Understanding that the supervisor, in his contacts with new customers, new employees, new vendors and new situations, must bring the organization's general policies down to specifics.

    3 16 5 22

17. Understanding that communications in assigning work means a constant striving for clarity.

    15 3 16 18 5 21 22

18. Understanding that valuable information can be gained by reading manufacturer's handtags, labels, directions, etc.

    4 15 1 1X 3 16 19 5 22 17 18

19. Understanding that since interpretations placed on the spoken word vary with different people one must be careful to speak so that correct interpretation can be made by individual listeners.

    4 15 1 1X 3 16 17 18 19 5 20 21 22

Skills:

1. Skill in using the telephone correctly and most effectively.

    4 1 1X 15 3 16 17 18 19 5 20 21 22

2. Skill in receiving or giving telephone orders, complaints and messages.

    4 15 1 1X 3 16 17 18 19 5 20 21 22

3. Skill in satisfactorily handling customer inquiries for general information.

    4 1 1X 15 3 16 17 18 19 5 20 21 22

4. Skill in interpreting store policies to customers.

    1 1X 3 16 17 18 19 5 20 21 22

VARIETY STORE COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

5. Skill in interpreting monthly billing statements to customers.

   17 20 21 16 22

6. Skill in listening to and following directions.

   4 15 1 3 16 17 18 19 5 20 21 22 1X

7. Skill in using the terminology of distribution and developing a vocabulary descriptive of the products or services being sold.

   4 1 1X 3 16 19 5 22 15 17 18 20 21

8. Skill in writing point-of-sale sign copy which is effective in conveying a sales message to the customer.

   3 16 22 5

9. Skill in effective use of speech and vocabulary.

   4 1 1X 15 3 16 17 18 19 5 20 21 22

10. Skill in selecting and using words suitable to the nature of the article of merchandise or service being sold.

    1 1X 3 16 5 22 19

11. Skill in interpreting management's policies to employees and employees' problems to management.

    3 16 22 18 21 15 5

12. Skill in writing saleschecks legibly so that errors in delivery. quantities sent and amounts charged for can be eliminated.

    1 1X 3 19 5

13. Skill in writing purchase orders legibly so that errors in quantities. shipping. pricing information. etc. can be eliminated.

    4 1 1X 3 16 22 5

14. Skill in communicating effectively with customers. co-workers and supervisors.

    4 1X 15 3 16 17 18 19 5 20 21 22 1

15. Skill in interpreting and explaining time payment principles that apply to various credit arrangements.

    17 5 16 22 1 1X 19 20 21

VARIETY STORE COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

16. Skill in compiling several reports into a composite report, statement or presentation for management.

16 22 18 21 3 5

17. Skill in listening to customers' names and addresses and writing them correctly.

1 1X 3 16 22 17 5 20 21 19

18. Skill in writing grammatically correct, attention-getting advertising copy.

16 22 3 5

19. Skill in developing descriptive phrases and sentences to be used in selling the merchandise in the variety store.

16 22 1 1X 3 19 5

20. Skill in writing informative and effective business letters.

16 22 18 21

21. Skill in helping customers properly fill out credit application forms.

1 1X 17 3 16 22 5

22. Skill in communicating a sufficient understanding of the terms and limits of different type accounts to credit applicants.

1 1X 3 17 16 22 5

23. Skill in determing the reason for a customer's complaint on billing, adjusting the complaint and tactfully informing the customer of the adjustment.

16 22 17 21

24. Ability to talk clearly and pleasantly, conveying spirit and enthusiasm in one's speech.

4 15 1 1X 3 16 17 18 19 5 20 21 22

25. An ability to assist with training or teaching others.

4 15 1 1X 3 16 17 18 19 5 20 21 22

26. Ability to convey directions and instructions clearly to employees.

15 3 16 18 5 21 22

27. Ability to conduct effective employee meetings.

22 16 18 15 3 21 5

28. Ability to interpret to management the progress of a certain department, system or function within the store.

15 3 16 18 5 21 22

VARIETY STORE COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

29. Ability to stimulate customer interest with trademark slogans, similes, etc.

1 1X 3 16 17 18 19 5 22

30. Skill in translating technical words concerning an item of merchandise into the customer's language.

1 1X 3 5 16 22

Attitudes:

1. Attitude that the ability to communicate skillfully in good English is essential to a person's business advancement.

4 1 1X 15 3 16 17 18 19 5 20 21 22

2. Attitude that poor or awkward grammar lowers store personnel, store image and merchandise value in the estimation of the customer.

16 22 4 15 1 3 17 18 19 5 20 21 1X

3. Attitude that an intra-store news medium is an excellent way to keep employees informed of changing policies, individual and employee activities and coming events.

16 22

4. Attitude that in distributive occupations the "spoken word" is an important tool of the trade.

4 15 1 1X 3 16 17 18 19 5 20 21 22

5. Attitude that active membership in trade associations provides excellent opportunities for learning of trends and advanced methods in variety store operations.

22

6. An awareness that fashion and style information, product knowledge and business trends can be obtained by reading trade and business journals and publications.

4 15 1 1X 3 16 17 18 19 5 20 21 22

7. An awareness that the voice can be used to express conviction and convey confidence.

4 15 1 1X 3 16 17 18 19 5 20 21 22

8. Attitude that the tone of voice can express sincere welcome and eagerness to be of service.

4 15 1 1X 3 16 17 18 19 5 20 21 22

9. An appreciation of the value of correct enunciation and pronunciation in speaking.

4 15 1 1X 3 16 17 18 19 5 20 21 22

VARIETY STORE COMPETENCIES

AREA OF COMMUNICATIONS

Attitudes:

10. An awareness that the use of terms of "endearment" lowers the merchandise, salesperson and the store's image in the estimation of the customer.

    1 1X 3 16 19 5 22 17 18

11. A belief that the voice is an important medium through which selling is accomplished.

    1 1X 3 16 19 5 22

12. A feeling that voice tone quality enhances the value of the merchandise described.

    1 1X 3 16 19 5 22

13. An awareness of the importance of adequate merchandise knowledge in telephone selling.

    1 1X 3 16 5 22

14. Attitude that by listening "with a sensitive ear" one can often detect true sources of complaints or grievances among store personnel.

    16 22 18 15 3 5 21

15. An awareness that nothing is quite so important or contagious as enthusiasm - for the store, for merchandise and for customers.

    3 5 16 22 4 15 1 1X 17 18 19 20 21

16. A belief that an important phase of management's responsibility in any organization is communication.

    16 22

17. A belief that communication must be a two-way process between management and employees.

    15 3 16 18 21 22 5

18. A realization that even in most skillfully constructed communications misinterpretations will develop.

    16 22 18 4 1 1X 3 17 19 20 21

19. A belief that management has a responsibility to keep informed of technical advances and new methods in marketing and distribution by reading trade journals and publications.

    16 22

20. A realization that first impressions are important to the business and last impressions are longest remembered.

    4 15 1 1X 3 16 17 18 19 5 20 21 22

VARIETY STORE COMPETENCIES

AREA OF COMMUNICATIONS

Attitudes:

21. Awareness that certain thoughtlessly used terms or words can be misinterpreted by the listener.

4 15 1 1X 3 16 17 18 19 5 20 21 22

22. That when assembling data on a particular retailing or distributive topic certain authorities in the field must be recognized.

16 22

23. A realization that gestures help convey feelings in spoken communications.

4 15 1 1X 3 16 17 18 19 5 20 21 22

24. Attitude that attending departmental or store-wide meetings is a good way to keep informed of promotions, changing methods and operating picture.

4 15 1 1X 3 16 17 18 19 5 20 21 22

25. A belief that communications between the various departments and divisions within a store will result in a more efficient operation with mutual benefits to all.

4 15 1 1X 3 16 17 18 19 5 20 21 22

26. A belief that since retail business organizations have many common goals and problems, they should maintain cordial and working relationships which will permit a flow of ideas among them.

16 22

VARIETY STORE COMPETENCIES[7]

AREA OF DISPLAY

Knowledges and Understandings:

1. Knowledge of how to develop copy for point-of-sale signs.

   1X 3 16 22

2. Knowledge of the procedures for having point-of-sale signs printed.

   1X 3 16 22

3. Knowledge of the uses of various types of display fixtures for the most advantageous display of merchandise.

   4 1 1X 15 3 16 17 19 5 18 22

4. Knowledge of how to employ seasonal or store-wide themes in department displays.

   3 16 22 5

5. Knowledge of how to prepare merchandise for display by pressing garments, accessorizing outfits, etc.

   1 1X 3 16 22 5

6. Knowledge of the housekeeping procedures necessary for the proper upkeep of department displays of merchandise.

   4 1 1X 15 3 16 17 19 5 22 18

7. Knowledge of the various types or arrangements of displays (pyramid, stair-step, etc.) which can be used in window or interior displays of merchandise.

   1 1X 15 3 16 17 19 5 22 18

8. Knowledge of the principles of color, harmony, balance and proportion in display construction.

   1 1X 3 16 22 5 19 18

9. Knowledge of the uses of price cards as "silent salesmen."

   1 1X 3 16 19 5 22 18

10. Knowledge of the ways to letter and design a simple sign.

    3 16 22

11. Knowledge of how to use backgrounds in display construction that enhance, not detract, from the merchandise.

    1 1X 3 16 22 18 5 19

13. Knowledge of how to plan and schedule displays and display themes in advance.

    16 22

Numbers below each competency indicate number of job which requires the competency. See page 485 for job numbers.

VARIETY STORE COMPETENCIES

AREA OF DISPLAY

Knowledges and Understandings:

14. Knowledge of the ways to use display-lighting techniques most effectively.

16 22

15. Knowledge of current fashion and merchandise information necessary for effective and timely display.

1 1X 3 16 22

16. Knowledge of the best locations within the store or department to place displays.

1 1X 3 16 22 5 18

17. Knowledge of how to use manufacturers' display aids with discretion.

1 1X 3 16 22 19 18 5

18. Knowledge of how to use mass display in setting up displays of large quantities of merchandise.

4 15 1 1X 3 16 5 22 19 18

19. Knowledge of the best arrangements for advertised merchandise on counters, tables or shelves.

1 1X 3 15 16 22 5 19 18

20. Knowledge of ways to develop displays that feature merchandise as nearly as possible to the way it will be used.

16 22 3 1 1X 5 19 18

21. Knowledge of how to store and record the location of display fixtures or supplies so they are accessible for future use.

1 1X 4 15 3 16 22 5 18

22. Knowledge of how to dress mannequins for display.

16 22 3 1 1X 5 18

23. Knowledge of how to handle customer requests for clothes on mannequins or other merchandise on display.

16 22 3 1 1X 5 18 19

24. Knowledge of how to develop display signs for self-service or self-selection fixtures that provide the customer with the key features and selling price of the merchandise.

1 1X 3 16 22 5 18

VARIETY STORE COMPETENCIES

AREA OF DISPLAY

Knowledges and Understandings:

25. Knowledge of how to use available display space to the best advantage.

3 16 5 22

27. Knowledge of how to obtain maximum customer exposure to merchandise by arranging temporary displays of featured or sale items in other than normal department locations.

16 3 5 22

29. Knowledge of how to use special displays to help balance over-stocked conditions without necessarily marking down products.

16 3 5 22

32. Knowledge of how to use the stacking technique, dumping technique or cut-case technique to build display.

3 16 5 22 1 1X

Skills:

1. Skill in arranging counter displays of merchandise.

1 1X 3 16 22 19 5 18

2. Skill in arranging attractive window displays.

16 22 3

3. Skill in rearranging or replacing merchandise sold from interior displays.

16 22 3 1 1X 19 5 18

4. Skill in selecting merchandise for display that is seasonal and timely.

16 22 3 5 18

5. Skill in displaying merchandise as it can be used.

1 1X 3 16 22 19 5 19

6. Skill in scheduling and featuring merchandise in displays at the same time it is being advertised.

16 22 3 5 18

7. Skill in dismantling displays so that neither the merchandise nor the fixtures will be damaged.

3 16 22 19 5 1 1X

VARIETY STORE COMPETENCIES

AREA OF DISPLAY

Skills:

9. Skill in planning and developing major or seasonal storewide display themes.

16 22

12. Skill in using mass display in setting up displays of large quantities of merchandise.

1 1X 3 16 19 5 22 4 15 18

13. Skill in dressing mannequins for displays.

1 1X 3 16 5 22 18

14. Skill in using display-lighting techniques most effectively.

16 22

15. Skill in developing display signs for self-service or self-selection fixtures that provide the customer with the key features and selling price of the merchandise.

1 1X 3 16 22 5 18

16. Skill in maintaining records of displays that can be used later as idea stimulators when similar merchandise is being displayed again.

16 22

17. Skill in using manufacturers' display aids with discretion.

3 16 22 5 18 1 1X 19

18. Skill in using the best selling locations within the store or department to place effective displays.

3 16 22 5 18

19. Skill in using related item or logical grouping display to make it easier for the customer to shop.

1 1X 3 16 22 19 5 18

21. Skill in using price cards to emphasize the price of merchandise being shown.

22 16 3 19 5 18 1 1X

23. The ability to letter and design a simple sign.

1 1X 3 16 19 5 22 18

VARIETY STORE COMPETENCIES

AREA OF DISPLAY

Skills:

24. Skill in using color, harmony, balance and proportion in display construction.

1 1X 3 16 22 5 18

25. Skill in obtaining and using current fashion and merchandise information necessary for effective and timely display.

3 16 22 5 18

26. Skill in using various arrangements of merchandise in window or interior displays.

1 1X 3 16 22 5 18

27. Skill in using various types of display fixtures for the most effective display of merchandise.

1 1X 3 16 5 22 18

28. Skill in developing copy for point-of-sale signs.

1 1X 3 16 5 22

Attitudes:

1. Attitude that good display of merchandise is a prime factor in developing a customer's interest.

1 1X 3 16 22 20 5 18 19

2. Attitude that the more customer exposure merchandise has the more sales it should produce.

4 1 1X 3 16 22 19 5 18

3. Attitude that self-selection merchandise must be properly signed or identified for greatest ease in customer selection.

1 1X 3 16 22 5 18

4. Attitude that good display can be used to create prestige, obtain publicity, educate the public, introduce new styles, show new uses for goods and build goodwill.

16 22 1 1X 5 18 3 19

5. Attitude that displays tied in with local activities or seasonal events will create a favorable impression in the community.

16 22

VARIETY STORE COMPETENCIES

AREA OF DISPLAY

Attitudes:

6. Attitude that displays should reflect the character of the store in both quantity and quality.

   1 1X 3 16 22 19 5 18

7. Attitude that displays should be changed often to maintain interest from customers.

   1 1X 3 16 22 19 5 18

8. Attitude that open-back windows exposing an attractively displayed interior have a strong attracting power over passing customers.

   22

9. Attitude that customers, through their past selections, actually determine where each article should be placed in open displays of merchandise.

   1 1X 3 16 22 19 5

10. Attitude that color plays an important part in the customer's acceptance of merchandise.

    1 1X 3 16 22 5 18

11. Attitude that window or prime interior display space should not be used to dispose of slow-selling merchandise.

    16 22 18 5 3

12. Attitude that effective display of self-selection merchandise can reserve the salesperson's time for merchandise which requires selling aid.

    1 1X 3 16 22 19 5 18

13. Attitude that window display of merchandise should feature merchandise in which the public has demonstrated an interest.

    16 22

14. Attitude that an item of merchandise should be alloted display space based on its sales volume.

    1 1X 3 16 22 19 5 18

15. Attitude that special displays can create a favorable price-image in the minds of customers.

    3 16 5 22

16. Attitude that clean store display windows enhance the merchandise being shown.

    16 22

VARIETY STORE COMPETENCIES

AREA OF DISPLAY

Attitudes:

17. Attitude that display merchandise not quickly returned to selling departments usually increases inventory shortages.

    1 1X 3 16 22 5 18

19. Attitude that the preparation for and setting up of displays must be supervised and approved for adherance to store and/or parent company policies, practices, procedures and attitudes.

    1 1X 3 16 22 19 5 18

20. Attitude that display requests from individual departments must be analyzed and correlated with the program of the advertising department.

    16 22

22. Attitude that when purchasing display supplies or fixtures the store's image must be considered.

    3 16 5 22

23. Attitude that good display (or visual merchandising) plays a major role in the volume movement of goods.

    16 3 22 5

24. Attitude that increased traffic from advertising, special promotions and sales can only be retained by the store presenting and displaying its products in a manner both pleasing and easy for the customer to shop.

    3 16 5 22

VARIETY STORE COMPETENCIES[7]

AREA OF HUMAN RELATIONS

Knowledges and Understandings:

1. Knowledge of how to get results through people by practicing effective human relations.

   16 15 3 22 5 18 21

2. Understanding of the factors which appear to affect morale

   15 3 16 18 5 22 21

3. Knowledge of how to dress appropriately for the job and maintain a well-groomed appearance.

   1 1X 4 15 3 16 17 18 19 5 20 21 22

4. Knowledge of how to build morale in employees.

   15 3 16 22 18 5 21

5. Knowledge of how to recognize the accomplishments of others.

   1 1X 15 3 16 5 22 21 18 4 17 19 20

6. Knowledge of how to develop and maintain a pleasant working environment.

   16 4 15 1 3 17 18 19 5 20 21 22 1X

7. Knowledge of how to be orderly and systematic.

   16 4 15 1 3 17 18 19 5 20 21 22 1X

8. Knowledge of how to show an interest in others.

   4 1 1X 15 3 16 17 18 19 5 20 21 22

9. Knowledge of how to build sound working relationships in "forced" associations.

   16 22 3 5 4 15 1 1X 17 18 19 20 21

10. Knowledge of how to motivate others for best performance.

    16 22 3 18 21 15 5

11. Knowledge of the evidences of poor morale - high personnel turnover. numerous grievances, increased absenteeism and tardiness, restriction of output. etc.

    15 3 16 18 5 21 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 485 for job number.

VARIETY STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Knowledges and Understandings:

12. Knowledge of morale as being the term frequently used to describe employee attitudes toward their jobs, employer and fellow employees.

15 4 1 1X 3 16 17 18 19 5 20 21 22

13. Understanding that supervisors or managers accomplish results by encouraging employees to work toward mutually beneficial objectives.

15 3 16 18 5 21 22

14. Understanding that a positive attitude is usually reflected in one's work.

4 15 1X 1 3 16 17 18 19 5 20 21 22

15. Understanding that the supervisor must help new employees adjust to their jobs, seeing that they are trained for the job and that they become acquainted with fellow employees.

15 3 16 18 5 22 21

16. Understanding that human relations in the retail organization consists of an interdependence with fellow employees, supervisors and customers.

15 4 1 1X 3 16 17 18 19 5 20 21 22

17. Understanding that personnel usually understand and comply more readily with policies and procedures which they have helped develop.

15 3 16 18 5 21 22

18. Understanding that employees will comply more readily with policies they understand.

15 3 16 18 5 21 22

20. Knowledge of the ways to handle difficult customers effectively.

16 19 5 17 20 21 22 1 1X 3

Skills:

1. Skill in developing and maintaining harmonious relationships with other employees.

4 1 1X 15 3 16 17 18 19 5 20 21 22

2. Skill in sponsoring new employees in the department or store.

4 1 1X 15 3 16 21 19 20 5 22

3. Skill in working cooperatively with fellow employees, supervisors and management and being aware of their needs and motivations.

4 1 1X 15 3 16 17 18 19 5 20 21 22

VARIETY STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Skills:

4. Skill in maintaining an objective point of view in problem situations.

4 1 1X 15 3 17 18 19 5 20 21 22 16

5. Skill in maintaining good health for effective job performance.

16 4 1 1X 15 3 17 18 19 5 20 21 22

6. Skill in developing personality traits necessary for successful job performance.

4 16 1 1X 15 3 17 18 19 5 20 21 22

7. Skill in representing the business favorably to customers and outside business associates.

4 1 1X 15 3 16 17 18 5 22 21 19 20

8. Skill in adapting to the personality and needs of customers.

4 1 1X 15 3 16 17 5 22 18 20 21 19

9. Skill in avoiding misrepresentations of people, products and policies.

4 1 1X 15 3 16 17 18 19 5 20 21 22

10. Skill in selecting the right person to do a job, giving clear instructions and following up on instructions to see that they are properly carried out.

15 3 16 18 5 21 22

11. Skill in interviewing employees regarding corrections and grievances.

22 16

13. Skill in training employees and following-up on the effectiveness of training.

15 3 16 18 22 21 5

14. Skill in exercising self-control during trying situations.

4 1 1X 15 3 16 17 18 19 5 20 21 22

15. Skill in accepting criticism and turning it into a character-building element.

4 15 1 3 16 17 18 19 5 20 21 22 1X

16. Skill in demonstrating initiative and creativity.

16 22 3 5 18 21 4 15 1 1X 17 19 20

VARIETY STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Skills:

17. The ability to determine which applicants shall be employed in order to best carry out business objectives.

18 16 22

18. The ability to follow-through on the initial experiences of new employees, determining whether they are to be retrained, transferred or released.

15 3 16 18 5 22 21

19. The ability to evaluate the abilities, interests and performance of employees in relation to possible advancement.

15 3 16 18 5 21 22

20. The ability to capitalize on the talents and attributes of employees both to their benefit and that of the store's.

15 3 16 18 5 21 22

21. Skill in adjusting to change.

4 15 1 1X 3 16 17 18 19 5 20 21 22

22. The ability to understand one's self.

4 15 1 1X 3 16 17 18 19 5 20 21 22

23. Skill in generating enthusiasm toward people.

4 1 1X 3 16 22 19 5 15 17 18 20 21

Attitudes:

1. Attitude that the store's personnel policies are established for the benefit of the store and the employee.

4 1X 15 3 16 17 18 19 5 20 21 22 1

2. Attitude that next to job performance, human relations is an employee's greatest responsibility.

4 1X 15 3 16 17 18 19 5 20 21 22 1

3. Attitude that the worker's satisfactory job performance includes not only what he does, but also how he influences other people, whether good or bad.

1X 4 15 3 16 17 18 19 5 20 21 22 1

4. Attitude that employee morale is a primary responsibility of management.

16 18 22 21

VARIETY STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

5. A belief that honesty and integrity are personality traits necessary in job situations such as record-keeping, time-keeping and stockkeeping in addition to working with money.

   4 15 1 3 16 17 18 19 5 20 21 22

6. An awareness that understanding others and one's self is basic to working harmoniously together.

   16 4 15 1 1X 3 17 18 19 5 20 21 22

7. Attitude that leadership concentrates on effective relationships with others, but is oriented toward making progress and achieving results.

   16 22 3 18 21 5 15

8. A feeling that the effective supervisor must be a leader whose job is to achieve results through other people.

   15 3 16 18 5 22 21

9. An awareness that an employee must be willing to accept and adjust to change.

   4 15 1 1X 3 16 17 18 19 5 20 21 22

10. An awareness of the necessity to perform tasks in addition to one's job responsibilities when situations necessitate.

    15 4 1 1X 3 16 17 18 19 5 20 21 22

11. A belief that a supervisor should set an example of personal work habits and character which employees can emulate.

    15 3 16 18 5 21 22

12. An awareness that good personal appearance helps create effective customer impressions.

    1 1X 3 16 17 18 19 5 22

13. A feeling that good human relations within a company builds good public relations.

    15 3 16 18 5 21 22

14. An awareness that good human relations improve employee morale by encouraging cooperation, generating happiness and creating harmony.

    15 3 16 18 5 21 22

15. An awareness that good human relations helps increase production by stimulating interest and creativeness in employees.

    15 3 16 18 5 21 22

VARIETY STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

16. An awareness that properly kept personnel records can create good employee relations and increase morale.

    13 16 22

17. An awareness that creativity among store personnel should be rewarded.

    15 3 16 18 5 21 22

18. A willingness to accept and put into practice the planned policies and procedures of management.

    15 3 16 18 5 21 22

19. An awareness that good human relations depends on the personality factor and the adjustment of personalities.

    15 3 16 18 5 21 22

20. A realization that employees' ideas often prove beneficial when incorporated into business operations.

    15 3 16 18 5 22

21. A realization that employee morale is influenced by the supervisor's attitude.

    15 3 16 18 5 21 22

22. Attitude that the store's participation in local community fund-raising events such as the United Fund Drive usually creates goodwill toward the store from the public.

    16 22

23. A recognition that training contributes to the understanding by supervisors of personnel management and other managerial functions which they must perform.

    15 3 16 18 5 21 22

24. An awareness that motivation is closely connected with communication.

    15 3 16 18 5 21 22

25. Attitude that time spent training assistant managers (potential store managers) is worthwhile to the future of the business.

    22

27. A recognition of the need for joining and participating in meetings and activities that will improve personal and professional development.

    4 15 1 1X 3 16 17 18 19 5 20 21 22

VARIETY STORE COMPETENCIES[7]

AREA OF MATHEMATICS

Knowledges and Understandings:

1. Knowledge of how to adjust pricing errors on merchandise price tickets and how to record such errors in markdown or markup records.

   3 16 22

2. Understanding that a retail business firm's operating expenses include such expenses as payroll, buying expenses, promotional expenses, utilities, transportation, supplies and delivery.

   3 16 5 22

3. Understanding that net sales are derived by subtracting customer returns and authorized price reductions from gross sales.

   3 16 5 22 21

4. Understanding that a business firm's gross margin should cover operating expenses and provide a percentage of profit.

   3 16 5 22

5. Knowledge of the procedures and factors involved in the retail and/or cost method of inventory.

   3 16 5 22 21

6. Knowledge of how to read and interpret profit and loss statement.

   3 16 5 22

7. Knowledge of mathematical manipulations up to and including first degree algebraic expressions.

   4 15 1 1X 3 16 17 18 19 5 20 21 22

8. Knowledge of how to determine a cash register error, the amount and how to correct it on the proper form.

   1 1X 3 16 17 18 19 5 21 22

Skills:

1. Skill in multiplying and extending figures with facility.

   16 22 1 1X 19 5 20 21 17 3 4 15 18

2. Skill in adding columns of figures with facility.

   16 22 1 1X 3 17 5 20 21 19 4 15 18

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[7] Numbers below each competency indicate number of job which requires the competency. See page 485 for job number.

VARIETY STORE COMPETENCIES

AREA OF MATHEMATICS

Skills:

4. Skill in reading and interpreting self computing scales that speed up mathematical procedures such as tax computation charts.

   16 22 1 1X 19 21 20 5 17 3 18

5. Skill in balancing cash and totaling sales for the department and/or cash register at the end of the day.

   16 22 1 1X 19 20 21 5 3 18

6. Skill in computing local, state and federal taxes which must be applied in the sale of goods.

   1 1X 3 16 22 19 5 18

7. Skill in accurately computing employee discounts, delivery charges, alteration charges, lay-away charges, etc., when writing out and computing saleschecks.

   1 1X 3 16 22 5 19 17 18

8. Skill in figuring markup percent on individual items, on merchandise orders and merchandise carried in stock throughout a designated period.

   3 16 5 21 22

9. Skill in determining billed costs of merchandise after figuring quantity and trade discounts which the manufacturer offers.

   16 22 3 21

10. Skill in using and interpreting transportation rate schedules in determining transportation charges.

    16 22

11. Skill in analyzing charts and graphs and interpreting the data.

    16 22 18

12. Skill in keeping stock control books - posting prices, styles, codes, sales, markdowns, merchandise returns, etc.

    16 3 22 21 20 5

13. Skill in figuring "open-to-buy" in an effort to determine a department or store's overbought condition or money available for additional merchandise purchases within a planned period.

    16 5 22 3 21

14. Skill in quickly figuring into which retail price line an item of merchandise will fall when quoted its cost price.

    16 22 3

VARIETY STORE COMPETENCIES

AREA OF MATHEMATICS

Skills:

15. Skill in making change and using the cash register.

1 1X 19 3 5 22 16 18

16. Skill in selecting and analyzing pertinent factors from a statistical or written report.

16 22

17. Skill in figuring stock-to-sales ratios in an effort to maintain a department's or store's stocks in close relationship to it's sales.

5 16 22 3

18. Skill in accurately calculating the exact amount of a customer's purchase.

1 1X 3 19 16 22 5

19. Skill in setting prices on goods and services that will cover the cost of operation and yield a profit.

16 22

20. Skill in using the mathematical factors necessary in setting up merchandise buying plans for a specified time.

16 22

21. Skill in using and translating percentages with facility.

16 22 18 1 1X 19 5 20 21 3 17

22. Skill in using such shipping terms as F.O.B. and C.O.D.

16 22

23. The ability to maintain mathematically correct stock control records.

3 16 5 22 21 20 18

24. Skill in figuring turnover and interpreting its relationship to department or store operating profits.

16 22

25. Skill in deriving the dollar figures for various factors in the retail and/or cost method of inventory.

16 5 22 21

27. Skill in explaining time payment principles.

16 22 21 20 17 18

VARIETY STORE COMPETENCIES

AREA OF MATHEMATICS

Attitudes:

1. Attitude that carefully calculating the exact amount of a customer's purchase will prevent inventory shortages.

   16 22 1 1X 3 19

2. Attitude that open-to-buy is a guideline useful in merchandising a department profitably.

   3 16 22 5

3. Attitude that retail prices must be carefully placed on goods and services so as to cover the cost of operation and yield a profit.

   3 16 22 5

4. Attitude that merchandise buying plans for specified periods serve as guidelines for profitable operations.

   16 22

5. Attitude that careful use of cash register will prevent inventory and money shortages.

   1 1X 3 16 19 5 18 22

6. Attitude that adequate turnover is closely related to operating profits.

   3 16 5 22

VARIETY STORE COMPETENCIES[7]

AREA OF MERCHANDISING

Knowledges and Understandings:

1. Knowledge of the store's price line structure and pricing policies.

4 1 1X 15 3 16 17 18 19 5 20 21 22

2. Knowledge of the ways prices psychologically affect consumers.

1 1X 3 16 22 19 5 18

3. Knowledge of federal and state laws applicable to pricing.

16 22

4. Knowledge of the procedures for analyzing and interpreting past sales records and performance in planning future sales and making purchases.

16 22 3 5

5. Knowledge of the uses of forms and records necessary in inventory control.

4 1 1X 15 3 16 22 5 19 18 20 21

6. Understanding that stock counts are taken for inventory control purposes and for ordering purposes.

4 1 1X 15 3 16 17 18 19 5 20 21 22

7. Knowledge of available resources and characteristics of individual manufacturing firms.

16 22 3 5

9. Knowledge of the ways to handle special orders of merchandise for customers.

1 1X 3 16 22 17 19 5 18

11. Knowledge of the store's methods or procedures used for changing retail stock prices up or down.

4 15 1 1X 3 16 22 5 20 21 18 19

12. Knowledge of the procedures used in preparing merchandise plans by seasons.

16 22

13. Knowledge of the uses of a model (or basic) stock plan.

16 22 3 5

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[7] Numbers below each competency indicate number of job which requires the competency. See page 485 for job numbers.

VARIETY STORE COMPETENCIES

AREA OF MERCHANDISING

Knowledges and Understandings:

14. Knowledge of the usual or typical discounts and terms offered by manufacturers in the market from which the buyer purchases merchandise (example - 8/10 EOM).

16 22 3 5

15. Knowledge of how to locate and use sources of information on economic indicators to forecast expected sales.

22

16. Knowledge of vendors' terms and discounting policies.

22 5 16 3

17. Knowledge of how to determine and interpret current trends in sales, customer buying habits, styles, etc.

22 16 3 5

18. Knowledge of the reasons for making returns of merchandise to manufacturers.

4 1 1X 15 3 16 22 5

19. Knowledge of the procedures involved in a merchandise count for physical inventory.

4 1 1X 15 3 16 18 17 19 5 22 21

20. Knowledge of the uses of unit control records in predicting trends in price lines, colors, types, sizes, etc.

16 22 3 5

21. Knowledge of the ways to negotiate with manufacturers for the most advantageous advertising or promotional aid.

1 1X 3 16 22 5

23. Knowledge of the ways to stimulate sales with timely advertising, mark-downs, special sales and sales force incentives.

22 16 3 5 18

24. Knowledge of the ways to best use product information or merchandise training sessions provided by manufacturers to keep sales personnel up-to-date and customers well-informed.

16 22 3 5 18

25. Knowledge of the factors such as transportation and discounts in addition to cost price of merchandise which affect the retail price of merchandise.

16 22 3 5

VARIETY STORE COMPETENCIES

AREA OF MERCHANDISING

Knowledges and Understandings:

26. Knowledge of the differences between the cost method and the retail method of inventory - the advantages and limitations of each.

16 22

27. Knowledge of the elements involved in the retail method of accounting, such as, retail reductions, cost of goods sold and total merchandise handled.

16 22 21

28. Knowledge of stock quantities necessary for seasonal or year-round selling.

3 5 16 22

29. Understanding that for a buying trip into the market to be most advantageous, the buyer must lay out careful buying plans in advance and then systematically review merchandise lines and place orders while in the market.

22 16

30. Knowledge of the ways to use a resident buyer or buying offices to the best advantage.

16 22

31. Knowledge of the store's procedures for recording markups and markdowns, additional markups and revisions of retail down.

1 1X 3 16 5 22 18 21 20

32. Knowledge of the uses of the information available from unit inventory control systems.

3 16 22 20 21 5 18

33. Knowledge of the use of ticket stubs and special forms to keep records of merchandise sold by classification.

1 1X 3 16 5 19 22 18

34. Knowledge of the term "open-to-buy" and the factors which influence it.

16 22

35. Knowledge of the procedures followed when buying from vendor or company catalogues.

16 22 3 1 1X 5 20 21 18

VARIETY STORE COMPETENCIES

AREA OF MERCHANDISING

Skills:

1. Skill in placing reorders as soon as the need is discovered to assure depth of stock in wanted merchandise.

   1 1X 3 16 22 5 18

2. Skill in interpreting consumer demand as it applies to the merchandise in the selling department.

   22 16 3 5

3. Skill in keeping up-to-date on trends through trade journals, central buying office aids, etc.

   16 22 3 5 18 19 1 1X

4. Skill in maintaining a close relationship between stocks and sales.

   16 22 3 5 18

5. Skill in considering the promotional possibilities of merchandise and making preliminary promotional plans when purchasing merchandise for resale.

   22 16 3 5

6. Skill in keeping informed of competitive conditions in the market area which the store serves.

   22 16

7. The ability to use the company's merchandise order forms.

   1 1X 3 16 22 17 5 20 21

8. Skill in making quality and style comparisons when buying merchandise for a particular classification.

   3 16 5 22

10. Skill in taking accurate stock counts of merchandise for ordering, inventory or unit book control correction purposes.

   4 1 1X 15 3 16 17 18 19 5 20 21 22

11. The ability to use "open-to-buy" and interpret the factors that influence it.

   3 16 5 22

12. An ability to correctly change the prices of merchandise up or down.

   3 16 5 22

VARIETY STORE COMPETENCIES

AREA OF MERCHANDISING

Skills:

14. The ability to determine the quantity of merchandise to buy when purchasing new merchandise or reordering basic stocks.

16 22 3 5

15. Skill in determining stock quantities necessary for seasonal or year-round selling.

3 16 5 22

16. The ability to interpret the elements involved in the retail method of accounting, such as, retail reductions, cost of goods sold and total merchandise handled.

3 16 5 22

17. Skill in using product information or merchandise training sessions provided by manufacturers to keep sales personnel up-to-date and customers well-informed.

3 16 5 22 18

18. Skill in negotiating with manufacturers for the most advantageous advertising or promotional aid.

3 16 5 22

19. Skill in using unit control records to predict trends in price lines, colors, types, sizes, etc.

3 16 5 22

20. Skill in making effective use of current trends in sales, customer buying habits, styles, etc.

3 16 5 22

21. Skill in preparing and maintaining a model (or basic) stock plan.

3 16 5 22

22. Skill in using timely advertising, mark-downs, special sales and sales force incentives to stimulate sales.

3 16 5 22 18

23. Skill in developing departmental advertising plans for a coming season.

16 22

24. Skill in using a resident buyer or buying offices to the best advantage.

3 16 5 22

VARIETY STORE COMPETENCIES

AREA OF MERCHANDISING

Skills:

25. Ability to use information on economic indicators to forecast expected sales.

16 22

26. Skill in preparing seasonal merchandise plans.

16 22

27. Skill in analyzing and interpreting past sales records and performance in planning future sales and purchases.

3 16 5 22

28. The ability to determine the psychological effect of prices on a customer.

3 16 5 22 1 1X 18

29. Skill in using the cost method and/or the retail method of inventory.

16 22

30. Skill in scheduling stock counts to assure depth of stock in wanted merchandise.

3 16 5 22

31. The ability to participate in merchandise counts for physical inventories.

4 15 1 1X 3 16 17 18 19 5 20 21 22

32. Skill in handling special orders of merchandise for customers.

1 1X 3 16 5 22 17 18

33. Skill in interpreting vendors' terms and discounting policies.

3 16 5 22

34. Skill in using forms and records necessary in inventory control.

4 15 3 16 19 20 21 22 18 1 1X 5

35. Skill in interpreting and using the information available from unit inventory control systems.

3 16 5 22

36. Skill in comparing merchandise costs and such factors as transportation and discounts affecting the retail price.

3 16 5 22

VARIETY STORE COMPETENCIES

AREA OF MERCHANDISING

Skills:

37. The ability to make decisions on styles, quantities, colors, sizes, delivery dates, etc., while working "in the market" which will help fulfill the needs of the predetermined merchandise plan.

22 16

38. The ability to keep records of merchandise sold by classification - use of ticket stubs or special forms.

16 22 3 20 21 5

39. The ability to effectively analyze proposed merchandise purchases by other management personnel, either authorizing, revising or rejecting the proposed purchase in light of sales and stock conditions.

22

Attitudes:

1. Attitude that stockkeeping errors or losses affect company profits.

4 1 1X 15 3 16 17 18 19 5 20 21 22

2. Attitude that complete assortments of wanted merchandise must be maintained at all times to stimulate best sales.

1 1X 3 16 22 4 15 5 18 19

3. Attitude that the buyer must be kept informed of low quantity points of staple stocks.

1 1X 4 15 3 16 5 22 18 19

4. Attitude that one must keep informed of manufacturers' or resources' products and lines of merchandise which can be valuably used by the retailer.

16 22 3 5

5. Attitude that a good market reputation is a priceless asset for a buyer.

16 22

7. Attitude that a buyer or manager who spends as much time as possible on the selling floor maintains a customer contact which is necessary for a good merchandising job.

16 22 3 18 5

8. Attitude that a buyer or manager should spend as much time as possible on the selling floor, supervising the selling of merchandise and further developing salespeople.

16 22 3 18 5

VARIETY STORE COMPETENCIES

AREA OF MERCHANDISING

Attitudes:

9. Attitude that a balanced stock is the basis of good merchandising in that maximum volume, customer goodwill, satisfactory profit, minimum investment and rapid turnover can be achieved.

   3 16 22 5

10. Attitude that the character of the retail business helps determine what proportion of promotional merchandise activity versus staple merchandise appeal should be carried out.

    22 16

11. Attitude that before buying merchandise its salability (past, present and potential), comparative market value, competitive elements and amount of stock on hand and on order must be considered.

    22 16 3 5

12. Attitude that merchandise packaging possibilities must be considered at the time of purchase, such as, promotional features, increased salability and adaptability to present department fixtures.

    16 22 3 5

13. Attitude that the prompt payment for purchases from manufacturers provides a profit cushion (cash discount) which is often the difference between profit and loss for a department or store.

    22 16

15. Attitude that the customer is the determining factor in buying merchandise for a retail store or department.

    16 22 3 5

16. A belief that if the store is to get its share of the business in its market area, merchandise must be bought and sold at competitive prices.

    22 16 5 22

17. A belief that unit inventory control book systems must be kept up-to-date if they are to be useful in planning and making purchases.

    3 16 5 20 21 22

18. Attitude that manufacturer representatives are a source of market, merchandise and product information and consumer information.

    22 16 3 5

VARIETY STORE COMPETENCIES

AREA OF MERCHANDISING

Attitudes:

19. Attitude that the company's restrictions, policies and procedures for buying are set up to protect the buyer, the store and the manufacturer.

3 16 22 18 5 1 1X

20. Attitude that one must be constantly alert to discover "hot items" and follow through with additional merchandising and promotional activities.

22 16

VARIETY STORE COMPETENCIES[7]

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

1. Knowledge of how to analyze and age accounts for the store's use and use by the credit bureau.

   17 16 22

2. Knowledge of the store's billing procedures.

   17 20 21 16 22

3. Knowledge of how to follow-through on references given by credit applicants.

   21 22 16 17

4. Knowledge of how to deal with slow payers or non-collectable credit accounts.

   17 16 22

5. Knowledge of how to convert or transfer customer charge accounts from one type to another.

   20 21 17 16 22

6. Knowledge of how to make a customer charge plate or card.

   17 20 21 16 22

7. Knowledge of how to handle and record customer payments of bills.

   17 20 21 16 22

8. Knowledge of how to interpret credit policies to customers when opening accounts.

   1 1X 17 16 22 19

9. Knowledge of how to work effectively with credit bureaus to supply and receive reference information vital to the store and the credit bureau.

   21 16 22 17

10. Knowledge of how to discuss delinquent accounts with a customer, keeping that person's goodwill.

    16 22 17

11. Knowledge of how to maintain a working environment where employees can have a sense of security and reasonable freedom from worry.

    15 3 16 18 5 21 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 485 for job numbers.

VARIETY STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

12. Knowledge of how to help each employee have a feeling of pride in his company and the worthwhileness of his work.

    15 3 16 18 5 21 22

13. Knowledge of the ways to make job orientation for new employees friendly, skillful and adequate.

    15 3 16 18 21 22 5

14. Knowledge of the methods of training which can be used such as telling, showing, demonstration and dramatization.

    15 3 16 18 5 21 22

15. Knowledge of how to plan workforce budgets and schedule employee working hours. lunch hours and reliefs.

    16 22 3 15 18 5 21

16. Understanding that a personnel organization chart by showing lines of authority and responsibility can be used in hiring and training as well as in increasing employee morale.

    16 18 22

17. Knowledge of the store's procedures for evaluating employees.

    16 22 18 3

18. Knowledge of how to use the store's policies for making decisions on hiring, promoting or dismissing employees.

    16 22 18

19. Knowledge of the qualifications set up for recruiting new employees.

    18 16 22

20. Knowledge of local and national economic factors such as strikes and demonstrations which may influence one's business.

    16 22 3 5 18

21. Knowledge of the functions of store maintenance.

    4 15 1 1X 3 16 17 18 19 5 20 21 22

22. Understanding that proper care of store equipment and proper stock arrangements can help prevent accidents.

    4 15 1 1X 3 16 17 18 19 5 20 21 22

VARIETY STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

23. Knowledge of how to plan and develop a workable six-month or yearly budget for a sales-supporting department.

22 16

24. Understanding that although management plans expense control budgets, the actual control must be carried out by the cooperative effort of all store employees.

4 15 1 1X 3 16 17 18 19 5 20 21 22

25. Understanding that seemingly small savings in some expense areas can mean a substantial gain in profits.

4 15 1 1X 3 16 17 18 19 5 20 21 22

26. Understanding that careful use of supplies will help control expenses.

4 15 1 1X 3 16 17 18 19 5 20 21 22

28. Knowledge of how to authorize customer checks according to the store's policy.

1 1X 3 17 16 22 19 5 20 21

30. Knowledge of the availability and location of customer facilities.

4 15 1 1X 3 16 17 18 19 5 20 21 22

31. Knowledge of the types of delivery systems available for use by stores such as independently owned, central delivery, parcel post and express.

16 22

32. Knowledge of the ways to develop department or store merchandise arrangements in relation to floor space expense, potential sales and profits.

16 22 3 5

33. Knowledge of the factors which influence store arrangement and layout.

3 16 5 22

34. Knowledge that impulse and convenience goods are located on lower floors or near the entrance while staple or shopping goods are located to the back or on upper floors.

4 15 1 1X 3 16 19 5 20 21 18 22

VARIETY STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

35. Knowledge of the factors which influence both the area and site location of retail stores.

16 22

36. Knowledge of the most efficient methods to wrap and/or pack customers' purchases.

16 22 1 1X 3 19 5 17 18

37. Knowledge that efficient wrapping and packing depends heavily on the best location of wrapping and packing units, careful selection of equipment and supplies and proper training of personnel.

16 22

38. Understanding that prepackaging by either the retailer or the manufacturer helps by speeding up selling service, reducing damages and handling costs and eliminating packing activities.

1 1X 3 16 19 5 22 18

39. Knowledge of how to "close out" the department at the end of a selling day.

1 1X 3 5 16 22 19

40. Knowledge of how to record and report federal and state sales taxes.

20 21 16 22 3 5 18

41. Knowledge of procedures for reporting and handling damaged merchandise.

4 1 1X 15 3 16 22 5 18

42. Knowledge of how to requisition and obtain supplies needed by the department such as salescheck books, wrapping supplies and report forms.

15 3 16 22 21 5 18

43. Knowledge of how to use sales sheets in the reporting of daily sales.

1 1X 3 16 22 18 5

44. Knowledge of the amount on-hand of various items which is considered an adequate supply.

3 16 5 22

45. Knowledge of the procedures involved in checking merchandise in against an invoice.

4 1 1X 15 3 16 22 5 18

VARIETY STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

46. Knowledge of the procedures for handling incorrect amounts or types of merchandise received.

16 22 4 15 3 1 1X 5 18

47. Knowledge of the uses of forms and reports necessary in stockkeeping.

4 15 1 1X 3 16 17 18 19 5 20 21 22

48. Knowledge of the bookkeeping and accounting process which accompanies the receiving and marking system.

4 15 3 16 22 20 21 5 18

49. Knowledge of the procedures for filing claims for merchandise damages, shortages and over-charges on carriers or manufacturers.

4 16 22 15 3 20 21

50. Knowledge of how to follow-through on non-delivered or lost merchandise.

16 22 3 5

51. Knowledge of how to operate price-marking machines.

4 1 1X 15 3 16 22 5 18 19

52. Knowledge of how to put price tickets on various types of merchandise.

4 1 1X 15 3 16 22 19 5 18

53. Knowledge of the various modes of transportation used in shipping merchandise from vendor to store.

16 22

54. Knowledge of the terms used in connection with the merchandise receiving and marking process such as, buyers' order, invoice, apron, price code, blind check, direct check, receiving record, bill of lading, vendor and vendee.

4 1 1X 15 3 16 19 5 22 18

55. Knowledge of the various types of storage - within store (stockroom), outside-the-store (warehouse), and returned goods.

15 4 1 1X 3 16 19 5 22 18 17

56. Understanding that the chief duties of the reserve stock division are to store merchandise according to some accessible arrangement and send merchandise to the selling floors as it is required.

4 15 16 22

VARIETY STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

57. Knowledge of how to interview potential employees, obtaining all necessary data and offering them information concerning the business, its operation and policies.

18 22 16

58. Knowledge of how to contend with cases of shoplifting according to the store's policies and procedures.

4 15 1 3 16 17 18 19 5 20 21 22 1X

59. Knowledge of how to handle employee complaints and grievances, maintaining an objective point-of-view.

22 16 18

60. Knowledge of how to develop a storewide budget within which operations can be realistically controlled.

22

67. Knowledge of how to take care of employees' and customers accidents in the store.

4 15 1 1X 3 16 17 18 19 5 20 21 22

68. Knowledge of howto interview potential employees, obtaining all necessary data and offering them information concerning the business-its operation and policies.

16 22

70. Knowledge of the names and purposes of significant professional associations - local, state and national - that are of interest to retail management.

16 22

71. Knowledge of how to use records to analyze and supervise the work of employees at different levels.

16 22

73. Knowledge of how to control expenses in order to provide the highest possible profit.

16 22

75. Knowledge of how to properly handle records for the effective control of the store's operation.

16 22

76. Knowledge of how to unload delivery trucks quickly and efficiently, placing items in their proper position in the stock area.

4 15 16 22

VARIETY STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

1. Skill in working effectively with credit bureaus to supply and receive credit reference information vital to the store and to the credit bureau.

   17 21 16 22

2. Skill in accurately handling and recording customer payment of bills.

   20 21 17 16 22

3. Skill in tactfully handling slow-payers or non-collectible credit accounts.

   17 16 22

4. Skill in determining when to take legal action with delinquent accounts.

   22 16

5. Skill in planning credit promotions that are timely and worthy of customer interest.

   22 16

6. Skill in keeping informed of state and federal laws concerning credit.

   16 22 17

7. Skill in making a decision on accepting or rejecting a credit application after analyzing the determining factors.

   16 22

8. Skill in using credit department equipment such as billing or posting machines, addressographs, comptometers, microfilm machines and charge plate stampers.

   17 20 21

9. Skill in analyzing and aging accounts for the store's use and use by the credit bureau.

   17 16 22

10. Skill in sending out billing statements according to the store's customer credit operation.

    20 21 17

11. Skill in answering the charga-phone, determining whether a new charge can be made to a customer's account and giving the salesperson approval or rejection of the charge.

    17 20 21

VARIETY STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

12. Skill in selecting and using the methods of training best suited to individual situations.

18 16 22

13. An ability to make job orientation for new employees friendly, skillful and adequate.

15 3 16 18 21 22 5

14. Skill in carefully selecting and placing employees in jobs which they are physically. mentally and emotionally equipped to perform.

3 16 18 22

15. Skill in selecting and hiring employees whose personal and business growth seem the most promising.

22 18 16

16. Ability to observe and evaluate the operations of similar stores in an attempt to increase efficiency in one's own store operation.

16 22

17. Ability to determine in various situations the most efficient way to get the job accomplished.

4 15 1 1X 3 16 17 18 19 5 20 21 22

18. Skill in handling and caring for store equipment.

4 1 1X 15 3 16 17 18 19 5 20 21 22

19. The ability to locate or place stock and fixtures within departments to facilitate customer service, increase merchandise protection. eliminate employee and customer hazards and permit ease of restocking.

1 1X 3 16 5 22

21. Skill in recognizing and handling shoplifting.

1 1X 4 15 3 16 17 18 19 5 22

22. Skill in properly packing or wrapping merchandise being returned to a vendor.

4 1 1X 15 3 16 22 5

23. Skill in determining shipping and receiving discrepancies and taking the proper action.
4 15 1 1X 3 16 22 5

VARIETY STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

24. Skill in quickly routing merchandise from the receiving dock to the proper department or its designated stock area in the warehouse.

    4 15

25. Skill in determining the priority for processing (in receiving and marking) merchandise.

    16 22 15

26. Skill in keeping informed of new developments in shipping, receiving and marking methods and facilities, adapting those which will prove beneficial to the store.

    22

27. Skill in determining routing and quantities for transportation of goods to keep transportation costs at a minimum.

    22

28. Skill in following through on non-delivered or lost merchandise.

    3 16 15 22 5

29. Skill in handling incorrect amounts or types of merchandise received.

    4 15 3 16 5 22

30. Skill in accurately checking merchandise in against an invoice.

    4 15 1 1X 3 16 19 5 22

31. Skill in putting price tickets on various types of merchandise.

    4 15 1 1X 3 5 16 22 19

32. Skill in operating price-marking machines.

    4 15 1 1X 3 16 19 5 22

33. Skill in developing and maintaining department or store merchandise arrangements in relation to floor space expense, potential sales and profits.

    16 22 3 5

34. Skill in planning and developing a workforce and scheduling employee working hours, lunch hours and reliefs.

    15 3 16 5 22 18 21

36. Skill in reducing costly errors by maintaining proper records of store operations.

    22

5

VARIETY STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

37. Skill in determining, setting up, and interpreting to employees those store policies and procedures that will prove most beneficial to the operation and growth of both the business and store personnel.

22

38. Skill in keeping informed of developments and trends that will affect present and future variety store operations.

22

39. Skill in keeping informed of state, federal and local laws concerning store operations and interpreting their implications for one's own business.

22

44. Ability to anticipate changes in customer shopping habits, changes in local market conditions, etc., that will demand changes in buying, operations, personnel scheduling, etc.

16 22

45. Skill in planning and organizing work.

16 15 3 18 5 21 22

51. Ability to tactfully identify mistakes employees have made and help them to correct them.

15 3 16 18 5 21 22

56. Ability to determine when additional employees are needed in order to accomplish desired business objectives.

16 22 18

Attitudes:

1. An awareness of the advantages of credit to the store - produces sales that might never have been made, increases the number of sales per customer and attracts a better type of customer to the store.

1X 3 16 19 5 22 20 21 17 18 1

2. An awareness of the advantages of credit to the customer (smooths out irregularities of purchasing power, is a shopping convenience, etc.)

1 1X 3 16 19 5 22 20 21 17

3. Attitude that store management must continuously study and evaluate its credit policies and procedures, making changes or adjustments as needed.

16 22

VARIETY STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

4. Attitude that proper records of collections must be maintained.

   17 20 21 16 22

5. Attitude that salespeople must be supplied with credit information, especially changes in credit policies.

   22 16

6. A belief that each employee should be made to feel his efforts are really appreciated.

   15 3 16 18 5 21 22

7. A belief that careful and thoughtful consideration should be given to the probable effect each rule, each notice and each practice will have on the feelings of all concerned.

   15 3 16 18 5 21 22

8. A belief that employees should have a part in planning those things which affect their working conditions.

   15 3 16 18 5 21 22

9. A belief that there should be a constant and intelligent effort on the part of management to be absolutely fair in every policy and every practice.

   15 3 16 18 21 22 5

10. Attitude that conditions should be such that working proves to be a satisfying social experience as well as a means of making a livelihood.

    15 3 16 18 5 21 22

11. A belief that efficient individual workers and an organization that functions smoothly are usually outcomes of effective employee training.

    15 3 16 18 5 21 22

12. Attitude that salespeople must be continuously informed of new merchandise, new styles and merchandising trends through individual or group training.

    3 16 22 18 5

13. Attitude that salaries, commissions, bonuses and quotas have a direct influence on customer treatment and inter-personal relations of department personnel.

    16 22 3 18

14. Attitude that it is management's responsibility for providing job knowledge and incentive through training.

    16 22 18 3

VARIETY STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

15. Attitude that management, supervisors and employees require a framework of policies and procedures within which to operate.

4 1 1X 15 3 16 17 18 19 5 20 21 22

16. Attitude that a well kept store is a primary means of attracting and holding business.

22 16 4 15 1 3 17 18 19 5 20 21 1X

17. A belief that employees must be trained with regard to safety measures and accident prevention.

15 3 16 18 21 22 5

18. A realization that expenses are an influential factor in merchandising profitably.

3 16 5 22

19. An awareness that customer facilities help meet competition, encourage one-stop shopping and attract customers to the store.

1 1X 3 16 19 22 18 5

20. An awareness that special customer services and accomodations build customer goodwill and help increase sales.

4 15 1 1X 3 16 17 18 19 5 20 21 22

21. An awareness of the part delivery service plays in promoting good public relations for the store.

1 1X 3 16 5 19 22

22. An awareness that to improve delivery service, transactions should be recorded accurately and legibly and delivery dates promised carefully.

1 1X 3 16 19 5 22 18

23. An appreciation of the importance of location to the success of a store.

4 15 1 1X 3 16 17 18 19 5 20 21 22

24. An awareness that a personnel organization enables the policies of the firm to be carried out and enables each person employed to make a contribution to its successful operation.

4 15 1 1X 3 16 17 18 19 5 20 21 22

25. Attitude that lines of authority should be followed, so that a department head or supervisor's position may not be weakened by management dealing directly with employees on matters that are logically in the supervisor's domain.

15 3 16 18 5 21 22

VARIETY STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

26. An awareness that to prevent shortages, merchandise being returned to vendors must be correctly recorded in inventory control records.

4 15 3 16 5 22

27. Attitude that complete records should be kept of all incoming merchandise for store protection.

4 1 1X 15 3 16 22 20 21 5

28. A belief that organized recruitment is necessary to fill the job openings within a retail store.

16 22 18

29. Attitude that employee morale can be maintained and payroll savings brought about by carefully scheduling and budgeting employee working hours.

18 22 16

30. Attitude that attention must be paid to state and local laws regulating the hiring of minors, the use of women for certain jobs, wages and hours and health examinations.

16 22

31. Attitude that management must be continuously aware of promotional and transfer possibilities among store personnel in successfully filling job vacancies.

18 22 16

32. Attitude that since the future of the business is dependent upon the quality of future managers, a definite program for recruitment and development of future managerial personnel should be a part of every business.

22

33. Attitude that future business success and growth often depends on the effective recruitment of potential management at colleges, universities and high schools.

22

34. Attitude that a good supervisor must also be a good teacher or trainer.

16 22

45. Attitude that customer relations can be maintained at a high level by scheduling personnel for adequate check-out coverage.

16 22 5 18

VARIETY STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

50. Attitude that damaged or spoiled merchandise must be kept at a minimum to protect the store's profit picture.

    4 15 1 1X 3 16 17 18 19 5 22

52. Attitude that employees must be made aware of sales, profits, margins, expenses, etc. in order to gain their cooperative effort in striving for best possible profits.

    16 22

53. Attitude that established methods should be constantly questioned and new ideas incorporated to improve service to the customer.

    16 22 18 5

54. Attitude that employees must be made alert to property protection and store security by supplying them information concerning fire and general safety regulations and procedures.

    16 22 18 5

56. Attitude that time spent training assistant managers (potential store managers) is worthwhile to the future of the business.

    22

57. Attitude that an awareness of consumer buying motivations is especially helpful in planning space allocations, display units and sales promotion.

    16 22

58. Attitude that the interests of the business can be effectively promoted by active participation in merchants' association and local community project activities.

    16 22

61. Attitude that it is necessary to take certain business risks in order to incorporate improved operations and increase business.

    16 22

VARIETY STORE COMPETENCIES[7]

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Knowledges and Understandings:

1. Knowledge of the ways to interpret the features of a product into terms of benefits to customers.

   1 1X 3 16 5 22 19 18

2. Understanding that since sizes vary according to manufacturers and price lines, it is necessary to judge each customer's size requirements.

   1 1X 3

3. Knowledge of the ways to show that an item of merchandise is suited for the purpose the customer has in mind.

   1 1X 3 16 22 5 18

4. Knowledge of the sources of merchandise information, such as, the merchandise itself, handtags and labels, leaflets, box covers and price tags.

   4 1 1X 3 16 5 19 22 17 15 18

5. Knowledge of the delivery area served by the store, delivery schedules and delivery charges.

   1 1X 3 16 19 5 22 17 18

6. Knowledge of the ways to handle merchandise when placing it in stock or on display as well as how to keep it clean.

   4 15 1 1X 3 16 19 5 22 18

7. Knowledge of the various locations of merchandise on the selling floor and in reserve stock.

   1 1X 4 15 3 16 19 5 22 18

8. Knowledge of the sizes, colors, styles and prices in which merchandise is available.

   1 1X 3 5 16 22 19 18

9. Knowledge of the substitute items that are used for formerly well-known products, what they are substitutes for and superior points of the substitute.

   1 1X 3 16 22 5 19 18

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[7] Numbers below each competency indicate number of job which requires the competency. See page 485 for job numbers.

VARIETY STORE COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Knowledges and Understandings:

10. Knowledge of the uses of specific merchandise and differences between similar articles so that merchandise may be selected to meet a customer's needs.

1 1X 3 16 5 22 19 18

11. Knowledge of the values of advertising information to the salesperson.

1 1X 3 16 22 5 19 18

12. Understanding that adequate merchandise information will enable the salesperson to increase sales as well as his earning capacity.

1 1X 3 16 5 22 18

13. Understanding that merchandise information is a useful tool in opening up a sales conversation with a customer.

1 1X 3 16 5 22 18

14. Understanding that merchandise guarantees and directions protect both the customer and the store and help increase sales.

1 1X 3 16 5 22 19 18

15. Knowledge of current merchandise fashion trends, product innovations, etc.

1 1X 3 16 22 5 19 18

16. Knowledge of product features and customer acceptance of competing products.

1 1X 3 16 5 19 18 22

17. Knowledge of protective measures behind standards, grades and labels.

1 1X 3 16 5 19 18 22

18. Knowledge that grades may be expressed by letters or words.

1 1X 3 16 5 22 19 18

19. Understanding that labels taking the form of tags, stamps, wrappers, etc., identify products as to their contents.

1 1X 3 16 5 22 19 18

20. Understanding that brand or trade names identify products by producer or distributor.

1 1X 3 16 5 22 19 18

21. Understanding that brand or trade names are an advertising device used to encourage customer retention.

1 1X 3 16 5 22 19 18

VARIETY STORE COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Knowledges and Understandings:

22. Understanding that standardization provides a basis upon which grading can be determined and aids customers in buying goods and services to fit their needs.

1 1X 3 16 19 5 22 18

23. Knowledge of various governmental, state and local laws regarding standards.

16 22

24. Knowledge of the provisions in the Pure Food, Drug and Cosmetic Act.

1 1X 3 16 19 5 22 18

25. Knowledge of Federal Trade Commission protective measures as they apply to various products.

1 1X 3 16 5 19 22 18

26. Knowledge of various agencies that give protection to the customer in his buying.

1 1X 3 16 19 5 22 18

Skills:

1. Skill in analyzing a product in relation to current trends such as fashion or style, innovations and novelty appeal so that a better job of selling can be done.

1 1X 3 5 16 22 18

2. Skill in knowing what to look for when making comparison shoppings of competitor's merchandise.

16 22 3 5

3. Skill in analyzing merchandise returned as unsatisfactory by customers to determine reasons for poor performance.

16 22 3 5 18

4. Skill in using facts about the merchandise itself when helping a customer make a buying decision.

1 1X 3 16 19 5 22 18

5. Skill in keeping an accurate record of the supply of merchandise on hand and/or the amount to reorder.

3 16 5 22

6. Skill in expressing customer benefits that accompany merchandise selling features.

1 1X 3 16 5 22 19 18

VARIETY STORE COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Skills:

7. Skill in building a sales talk around merchandise selling features.

   1 1X 3 16 5 22 18

8. Skill in carefully wrapping and packing the customer's purchase according to size. shape and weight of the item purchased.

   4 15 1 1X 3 19 18 5 17

9. Skill in showing to customers the points of superiority of one's own product in comparison to competing stores' products.

   1 1X 3 16 19 5 22

10. Skill in interpreting merchandise guarantees and directions to customers.

    1 1X 3 16 19 5 22 18

11. Skill in using facts from merchandise advertisements during sales.

    1 1X 3 16 19 22 5 18

12. Skill in quoting to customers accurate delivery dates and charges.

    1 1X 3 16 19 5 22 18

13. The ability to fit customers with correct sizes when selling articles of clothing.

    1 1X 3

14. The ability to use grades as selling points in answering customers' questions.

    1 1X 3 16 19 5 22 18

15. The ability to help a customer buy intelligently with the use of stamps. tags. wrappers. etc., attached to merchandise.

    1 1X 3 16 19 5 22 18

16. Skill in maintaining a usable bank of product knowledge. selecting that which can be used with individual customers.

    1 1X 3 16 19 5 22 18

17. The ability to use brand or trade names to help customers identify and select products or merchandise.

    1 1X 3 16 19 5 22 18

18. Skill in selecting and quoting factual comments about certain products made by various protective agencies.

    1 1X 3 16 19 5 22 18

VARIETY STORE COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Skills:

19. Skill in using a knowledge of the features and customer acceptance of competing products and point of superiority of the product being shown during a sale.

    1 1X 3 5 16 22 18

20. Ability to translate merchandise label information into selling points.

    1 1X 3 16 19 5 22 18

Attitudes:

1. Attitude that a continual program of training and retraining employees with product knowledge must be carried out.

    16 22 3 18

2. Attitude that a familiarity with trade journals will supplement product, merchandise and service knowledge as well as current business trends.

    16 22 3 1 1X 5 19 18

3. Attitude that a salesperson must have sufficient knowledge of the merchandise he sells in order to answer a customer's questions satisfactorily.

    16 22 1 1X 3 5 18

4. Attitude that adequate merchandise knowledge creates in the salesperson enthusiasm for his goods and adds to his self-confidence.

    1 1X 3 16 22 18 5

5. Attitude that usually services and benefits are sold rather than goods or merchandise.

    1 1X 3 16 19 5 22 18

6. Attitude that merchandise information is obtainable from customers, competitors. sales representatives, producers, fellow sales employees and supervisors.

    4 1 1X 3 16 22 15 19 5 18

7. Attitude that keeping informed of merchandise and product information makes the sales supporting job more interesting.

    4 15 17 18 20 21

8. A belief that adequate merchandise information will help increase sales and promote better customer relations.

    1 1X 3 16 19 5 22 18

9. A belief that adequate merchandise information will build customer confidence in the merchandise as well as the store.

    1 1X 3 16 19 5 22 18

VARIETY STORE COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Attitudes:

10. Attitude that specific merchandise information may be found in advertisements.

    1 1X 3 16 19 5 22 18

11. Attitude that merchandise information can be gained by handling merchandise and by using it.

    1 1X 3 16 19 5 22 18

VARIETY STORE COMPETENCIES[7]

AREA OF SELLING

Knowledges and Understandings:

1. Knowledge of the ways to show or display merchandise to create interests and desire in customers.

   1 1X 3 16 5 22 18

2. Knowledge of the ways to demonstrate merchandise to create interest and desire in customers.

   1 1X 3 16 5 22 18

3. Knowledge of how to get merchandise into the customer's hands to create desire and attachment to the item.

   1 1X 3 16 5 22 18

4. Knowledge of how to provide information about merchandise which will create desire or interest in customers.

   1 1X 3 16 5 22 18

5. Knowledge of how to suggest related items, accessory items or larger quantities to customers in order to increase the amount of the sale.

   1 1X 3 16 5 22 18

6. Knowledge of how to handle individual differences in customers.

   1 1X 3 16 5 22 18

7. Knowledge of the ways to help a customer make a buying decision.

   1 1X 3 16 22 5 18

8. Knowledge of the customer approaches such as greeting, merchandise service or combination which may be used when opening a sale.

   3 16 5 22 18 1 1X

9. Knowledge of the procedures for conducting a cash sales transaction.

   1 1X 3 16 5 22 18 19

10. Knowledge of the procedures involved in conducting a charge sales transaction.

    1 1X 3 16 5 22 18 19

11. Knowledge of how to properly handle charge plates during a charge sales transaction.

    1 1X 3 16 5 22 18 19

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[7] Numbers below each competency indicate number of job which requires the competency. See page 485 for job numbers.

VARIETY STORE COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

12. Knowledge of how to operate a cash register correctly.

1 1X 3 16 5 22 18 19 17

13. Knowledge of the store's procedures for handling merchandise being returned by the customer for exchange, cash refund or charge credit.

1 1X 3 16 5 18 19 20 21 22

14. Knowledge of how to make charge and count it back to the customer.

1 1X 3 16 5 18 19 20 21 22

15. Knowledge of the procedures to use when writing out saleschecks.

1 1X 3 16 5 18 19 22

16. Knowledge of how to determine when to close a sale.

1 1X 3 16 19 5 18 22

17. Knowledge of the importance of credit as a selling tool.

1 1X 3 16 19 5 18 22

18. Knowledge of how to translate product knowledge into customer benefits.

1 1X 3 16 19 5 18 22

19. Knowledge of the ways to handle customer complaints.

1 1X 3 16 18 5 22

20. Knowledge of the store's credit policies, terms and credit plans.

1 1X 3 16 22 18 5 19 20 21 17

21. Knowledge of how to handle sales where merchandise alterations are needed.

1 1X 3 5 16 22

22. Knowledge of department and merchandise locations within the store.

1 1X 19 5 18 3 17 22 16

23. Knowledge of the selling features of products and/or services.

1 1X 3 16 22 5 18 19

24. Understanding that customer loyalty can be built with timely merchandise and friendly service.

16 22 3 18 5 1 1X

VARIETY STORE COMPETENCIES

AREA OF SELLING

Knoweldges and Understandings:

25. Understanding that stock shortages and overages are created by ringing an incorrect amount for a sale on the cash register or ringing the sale onto the wrong department key.

1 1X 3 16 18 19 5 22

26. Knowledge of how to analyze customer needs.

1 1X 3 5 18 16 22

27. Knowledge of how to handle C.O.D. sales, lay-away sales and installment credit sales.

1 1X 16 22 18 19 3 5 17

28. Knowledge of how to process checks received in payment for merchandise purchased according to store policy.

1 1X 22 16 5 18 3 19 17

29. Knowledge of the store's delivery schedule (where appropriate).

1 1X 3 16 5 22 19 17

30. Knowledge of the store's policies concerning will-call or lay-away department.

1 1X 17 3 19 18 5 16 22

31. Knowledge of how to fill mail or telephone orders for merchandise.

4 15 1 1X 3 16 22 18 5

33. Knowledge of how to prepare or organize stock for accurate and fast counting during an inventory.

4 1 1X 15 3 19 5 16 22 18 17

34. Knowledge of how to arrange stock in a selling department by color, size, style, price, etc.

4 1X 1 15 3 5 16 22 18 19

35. Knowledge of how to best utilize selling space with volume or best sellers.

15 1 1X 3 5 16 22 19 18

36. Knowledge of the housekeeping duties which must be performed in connection with proper stock care.

4 1 1X 15 3 16 22 5 19 18 17

37. Knowledge of how to make minor repairs to merchandise to return it to selling condition.

4 1 1X 15 3 16 22 18 19 5

VARIETY STORE COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

38. Understanding that a combination of seeing, hearing and participation on the part of the customer helps strengthen a sales presentation.

1 1X 3 16 5 22 19 18

39. Understanding that effectively handling merchandise builds respect for the goods in the customer's mind and helps to emphasize value.

1 1X 3 16 5 22 19 18 17

40. Understanding that the effects of underselling are often as harmful as overselling.

1 1X 16 3 18 5 19 22

Skills:

1. Skill in remembering customers' names when serving them.

16 22 1 1X 19 5 18

2. Skill in distinguishing a customer's personal characteristics while talking to him.

1 1X 3 5 19 18

3. Skill in meeting sales quotas.

1 1X 3

4. Skill in remembering personal information about individual customers.

1 1X 3 16 5 22 19 18

5. Skill in determining when to approach a customer to open a sale.

1 1X 3 5 18

6. Skill in showing a genuine interest in the customer's problem.

1 1X 3 5 18 16 22

7. Skill in determining where the customer is in his thinking and proceeding to assist him through the remaining decisions in the buying process.

1 1X 3 18 5

8. Skill in opening a sales conversation with a suitable statement or remark.

1 1X 3 18 5

9. Skill in determining customers' wants and desires during a sale.

1 1X 3 18 5

10. Skill in suggesting to customers items of merchandise or services which can be substituted for the unavailable or desired ones.

1 1X 16 22 18 5 19 615

VARIETY STORE COMPETENCIES

AREA OF SELLING

Skills:

11. Skill in listening for indications regarding the prices a customer wants to pay during a sale.

    1 1X 3 18 5

12. Skill in relating merchandise benefits to a customer's needs when talking about it.

    1 1X 18 5 3

13. Skill in sensing a customer's objections and handling them as effectively as possible.

    1 1X 3 19 18 5

14. Skill in suggesting larger quantities, related goods and additional goods in an effort to increase the average sale.

    1 1X 3 18 5

15. Skill in closing a sale with a statement appropriate to the occasion or the season.

    1 1X 3 18 5

16. Ability to effectively suggest advertised merchandise from one's own department or other departments in the store that might satisfy the needs of the customer.

    1 1X 3 16 5 22 19 18

17. Skill in locating stock on the selling floor, in an understock or a reserve stock.

    4 1 1X 3 16 22 5 18

18. Ability to determine how to handle individual situations in which merchandise is being returned for exchange, cash refund or charge credit.

    1 1X 3 16 19 5 22 18

19. Ability to treat customers with courtesy even though they don't buy in hopes that they will return to buy at some future date.

    1 1X 3 16 5 19 22 18

20. Skill in determining the best location and arrangement of stock on the selling floor, in an understock or a reserve stock.

    1 1X 15 3 16 18 22 5

21. Skill in coordinating merchandise with related items in an attempt to increase the amount of the sale.

    1 1X 3 5 18

VARIETY STORE COMPETENCIES

AREA OF SELLING

Skills:

22. Ability to determine the buying motives of customers and then appeal to them.

1 1X 3 16 5 22

23. Ability to question, observe and listen in order to complete a successful sale.

1 1X 3 16 5 22 18

24. Ability to provide customers "facts and benefits" with discretion, analyzing and judging their reactions.

1 1X 3 16 5 22 18

25. Ability to engage appropriate timing in every phase of the sales presentation.

1 1X 3 16 5 22 18

26. Skill in packing or wrapping a customer's purchase whether it is a take-with purchase or one to be delivered.

1 1X 3 18 5

27. Ability to efficiently handle a cash register.

1 1X 3 16 19 5 22 17 18

28. Ability to efficiently handle charge transactions.

1 1X 3 16 19 5 22 18

29. Ability to efficiently handle a cash transaction.

1 1X 3 16 5 22 19 18

30. Skill in helping a customer make a buying decision.

1 1X 3 16 19 5 22 18

31. Ability to get merchandise into the customer's hands to create desire and attachment to the item.

1 1X 3 16 19 5 22 18

32. Skill in demonstrating merchandise in the ways it may be used by the customer.

1 1X 3 16 19 5 22 18

33. Skill in showing or displaying merchandise in a way that creates interest and desire in customers.

1 1X 3 16 5 22 18 19

34. Skill in determining when and how to close a sale.

1 1X 3 16 19 5 22 18

35. Ability to determine the correct change and count it back to a customer during a cash sale according to company procedures.
1 1X 3 16 19 5 22 18

VARIETY STORE COMPETENCIES

AREA OF SELLING

Skills:

36. Ability to tactfully handle difficult customers.

    1 1X 3 16 17 19 5 21 20 22

37. Skill in properly writing out saleschecks.

    1 1X 3 16 5 22 18

38. Ability to serve customers in the manner or style that management desires.

    1 1X 3 16 17 18 19 5

43. Ability to determine quickly when price changes are necessary to meet competition.

    16 22

47. Ability to rotate coded items to the front so that older merchandise is sold first.

    18 5 22 1X 1 3 16

Attitudes:

1. A feeling that each customer is an "individual."

   1 1X 16 22 18 5 19 17 3

2. A feeling that the customer needs the services or products being offered.

   1 1X 3 16 22 5 19 17 18

3. A feeling of sincere interest in customers and their problems.

   1 1X 3 16 5 22 19 17 18

4. A belief that the job of selling contributes to the well-being of customers.

   16 22 3 5 19 17 18 1 1X

5. A strong interest in the merchandise or services being sold.

   1 1X 16 3 22 5 19 17 18

6. A conviction that selling is important to the customer, to the store and to the economy.

   16 22 1 1X 3 18 19 5

7. A feeling that value is added to merchandise that is handled with care and respect.

   1 1X 3 16 22 5 19 18

VARIETY STORE COMPETENCIES

AREA OF SELLING

Attitudes:

8. A feeling that genuine enthusiasm for merchandise during a sale will help create desire or interest in the customer.

   1 1X 3 16 22 5 18

9. Attitude that customers' objections must be handled and overcome with respect.

   1 1X 3 5 19 18 16 22

10. Attitude that a customer's complaint is an excellent opportunity to build good-will.

    1 1X 3 5 19 18 16 22

11. Attitude that good display of merchandise is a prime factor in developing a customer's interest.

    16 22 1 1X 3 5 19

12. Attitude that suggestion selling is a service to the customer and increases volume and profits.

    1 1X 3 16 19 22 5 18

13. Attitude that the act of selling is helping the customer obtain maximum personal satisfaction for money spent.

    1 1X 3 19 5 22 16 18

14. Attitude that basic product information is necessary to demonstrate good selling practices.

    1 1X 3 16 22 5 18

15. Attitude that sufficient understanding of a firm's policies is necessary to truly represent the viewpoint of management to customers.

    1 1X 16 22 3 5 18 19

16. A realization of the importance of the salesperson's position in regards to his public relations function.

    1 1X 16 22 5 19 18

17. Attitude that the amount of time needed to help one customer make a decision in purchasing an identical article may be double or triple that of another.

    1 1X 3 16 22 5 18

18. Attitude that today's customer keeps up-to-date on recent developments, is often presold when he or she arrives in the store, is alert to new ideas, wants facts about the merchandise and expects wide assortments.

    1 1X 22 18 5 16

VARIETY STORE COMPETENCIES

AREA OF SELLING

Attitudes:

19. Attitude that today's customer chooses the store where shopping conditions are most pleasant.

    1 1X 16 22 18 19 5 17

20. Attitude that the customer - by his very act of complaining - is giving the variety store an opportunity to correct a possible fault in its operation.

    1 1X 3 16 17 19 5 22 18

21. A feeling of pride in being a salesperson.

    1 1X 3

22. A belief that to avoid confusing the customer only a reasonable number of an item should be shown at one time.

    1 1X 3 5 18

23. Attitude that stocks which are kept fresh and tidy are a true asset during a sale.

    1 1X 3 16 19 5 22 18

24. A belief that one must know the merchandise being featured in interior and window displays in order to do an adequate selling job.

    1 1X 3 16 19 5 22 18

25. Attitude that customers should be approached promptly and not be kept waiting.

    1 1X 3 16 5 19 22 18

26. A belief that one should live up to promises made to customers.

    1 1X 3 16 19 5 22 17 18

27. A belief that one should take advantage of sales training opportunities.

    1 1X 3 16 19 5 22 18

28. An awareness that each salesperson should attempt to meet his sales quota in order to meet established job performances.

    16 22 1 1X 3 5 18

29. Attitude that in selling, one is appealing to such fundamental human wants as security, love and power.

    1 1X 3 16 19 5 22 18

VARIETY STORE COMPETENCIES

AREA OF SELLING

Attitudes:

30. Attitude that the buyer or department manager must be promptly informed of items not in stock for which customers ask.

1 1X 19

31. Attitude that merchandise must be carefully handled to reduce markdowns.

4 1 1X 15 3 16 17 18 19 5 22

32. An awareness that people usually do not buy merchandise itself; rather they buy merchandise benefits.

1 1X 3 16 19 5 22 18

33. An awareness that successful selling hinges on adequate product information, the customer's understanding and the salesperson's personality.

1 1X 3 16 19 5 22 18

40. Attitude that one should give the best customer service with the customer always first in mind.

1 1X 3 16 19 5 22 18

TABLE 184
VARIETY STORES
ADVERTISING COMPETENCIES

COMPETENCIES

KNOWLEDGES:

JOBS:

	4	15	1	3	16	17	18	19	5	20	21	22	1X
1			✓	✓	✓		✓	✓	✓		✓	✓	✓
2					✓							✓	
3			✓	✓	✓			✓	✓			✓	✓
4			✓	✓	✓			✓	✓			✓	✓
5				✓	✓							✓	✓
6													
7					✓							✓	
8	✓	✓	✓	✓	✓	✓	✓		✓			✓	✓
9			✓	✓	✓			✓	✓			✓	✓
10					✓							✓	
11			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
12			✓	✓	✓			✓	✓			✓	✓
13					✓							✓	
14			✓	✓	✓				✓			✓	✓
15				✓	✓				✓			✓	
16				✓	✓				✓			✓	✓
17				✓	✓				✓			✓	✓
18					✓							✓	
19					✓							✓	
20					✓							✓	
21													
22													
23													

SKILLS:

	4	15	1	3	16	17	18	19	5	20	21	22	1X
1		✓		✓	✓	✓	✓		✓		✓		✓
2			✓	✓	✓			✓	✓			✓	✓
3					✓							✓	
4				✓	✓				✓			✓	
5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6				✓	✓							✓	
7					✓							✓	
8				✓	✓				✓			✓	
9					✓							✓	
10					✓							✓	
11			✓	✓	✓	✓	✓	✓	✓			✓	✓
12				✓	✓				✓			✓	
13			✓	✓	✓				✓			✓	✓
14					✓							✓	
15				✓	✓				✓			✓	
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19													
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21													
22													
23													

ATTITUDES:

	4	15	1	3	16	17	18	19	5	20	21	22	1X
1			✓	✓	✓				✓			✓	✓
2			✓	✓	✓				✓			✓	✓
3			✓	✓	✓			✓	✓			✓	✓
4			✓	✓	✓				✓			✓	✓
5			✓	✓	✓			✓	✓			✓	✓
6			✓	✓	✓			✓	✓			✓	✓
7			✓	✓	✓			✓	✓			✓	✓
8			✓	✓	✓			✓	✓			✓	✓
9				✓	✓				✓			✓	✓
10			✓	✓	✓			✓	✓			✓	✓
11			✓	✓	✓		✓	✓	✓			✓	✓
12			✓	✓	✓			✓	✓			✓	✓
13			✓	✓	✓	✓		✓	✓			✓	✓
14			✓	✓	✓	✓	✓	✓	✓			✓	✓
15				✓	✓				✓			✓	
16			✓	✓	✓			✓				✓	✓
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22													
23					✓							✓	

TABLE 185
VARIETY STORES
COMMUNICATIONS COMPETENCIES

COMPETENCIES

KNOWLEDGES:

JOBS:

	4	15	1	3	16	17	18	19	5	20	21	22	1X
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓		✓	✓	✓	✓			✓	✓	✓	
3							✓			✓	✓	✓	
4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5		✓		✓	✓				✓		✓	✓	✓
6					✓	✓					✓	✓	
7													
8		✓		✓	✓				✓		✓	✓	
9		✓	✓	✓	✓		✓	✓	✓		✓	✓	✓
10	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
11													
12					✓							✓	
13				✓	✓				✓			✓	
14		✓		✓	✓		✓		✓		✓	✓	
15													
16				✓	✓				✓			✓	
17		✓		✓	✓		✓		✓		✓	✓	
18	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	
19	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
20													
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30													

SKILLS:

	4	15	1	3	16	17	18	19	5	20	21	22	1X
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5					✓	✓				✓	✓	✓	
6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8				✓	✓				✓			✓	
9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10			✓	✓	✓			✓	✓			✓	
11		✓		✓	✓		✓		✓		✓	✓	
12			✓	✓				✓	✓				✓
13	✓		✓	✓	✓				✓			✓	✓
14	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
15			✓		✓	✓		✓	✓	✓	✓	✓	✓
16				✓	✓		✓		✓		✓	✓	
17			✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
18				✓	✓				✓			✓	
19			✓	✓	✓			✓	✓			✓	✓
20					✓		✓				✓	✓	
21			✓	✓	✓	✓			✓			✓	✓
22			✓	✓	✓	✓			✓			✓	✓
23					✓	✓					✓	✓	
24	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
25	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
26		✓		✓	✓		✓		✓		✓	✓	
27		✓		✓	✓		✓		✓		✓	✓	
28		✓		✓	✓		✓		✓		✓	✓	
29			✓	✓	✓	✓	✓	✓	✓			✓	✓
30			✓	✓	✓				✓			✓	✓

ATTITUDES:

	4	15	1	3	16	17	18	19	5	20	21	22	1X
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3					✓							✓	
4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5												✓	
6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10			✓	✓	✓	✓	✓	✓	✓			✓	✓
11			✓	✓	✓			✓	✓			✓	✓
12			✓	✓	✓			✓	✓			✓	✓
13			✓	✓	✓				✓			✓	✓
14		✓		✓	✓		✓		✓		✓	✓	
15	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
16					✓							✓	
17		✓		✓	✓		✓		✓		✓	✓	
18	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
19					✓								✓
20	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
21	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
22					✓							✓	
23	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
24	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
25	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
26					✓							✓	
27													
28													
29													
30													

TABLE 186
VARIETY STORES
DISPLAY COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES

	4	15	1	3	16	17	18	19	5	20	21	22	1X
1				✓	✓							✓	✓
2				✓	✓							✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓
4				✓	✓				✓			✓	
5			✓	✓	✓				✓			✓	✓
6	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓
7		✓	✓	✓	✓	✓	✓	✓	✓			✓	✓
8			✓	✓	✓		✓	✓	✓			✓	✓
9			✓	✓	✓		✓	✓	✓			✓	✓
10				✓	✓							✓	
11			✓	✓	✓		✓	✓	✓			✓	✓
12													
13					✓							✓	
14					✓							✓	
15			✓	✓	✓							✓	✓
16			✓	✓	✓		✓		✓			✓	✓
17			✓	✓	✓		✓	✓	✓			✓	✓
18	✓	✓	✓	✓	✓		✓	✓	✓			✓	✓
19		✓	✓	✓	✓		✓	✓	✓			✓	✓
20			✓	✓	✓		✓	✓	✓			✓	✓
21	✓	✓	✓	✓	✓		✓		✓			✓	✓
22			✓	✓	✓		✓		✓			✓	✓
23			✓	✓	✓		✓	✓	✓			✓	✓
24			✓	✓	✓		✓		✓			✓	✓
25				✓	✓				✓			✓	
26													
27				✓	✓				✓			✓	
28													
29				✓	✓				✓			✓	
30													
31													
32			✓	✓	✓				✓			✓	✓

SKILLS:

	4	15	1	3	16	17	18	19	5	20	21	22	1X
1			✓	✓	✓		✓	✓	✓			✓	✓
2				✓	✓							✓	
3			✓	✓	✓		✓	✓	✓			✓	✓
4				✓	✓		✓		✓			✓	
5			✓	✓	✓		✓	✓	✓			✓	✓
6				✓	✓		✓		✓			✓	
7			✓	✓	✓			✓	✓			✓	✓
8													
9					✓							✓	
10													
11													
12	✓	✓	✓	✓	✓		✓	✓	✓			✓	✓
13			✓	✓	✓		✓		✓			✓	✓
14					✓							✓	
15			✓	✓	✓		✓		✓			✓	✓
16					✓							✓	
17			✓	✓	✓		✓	✓	✓			✓	✓
18				✓	✓		✓		✓			✓	
19			✓	✓	✓		✓	✓	✓			✓	✓
20													
21			✓	✓	✓		✓	✓	✓			✓	✓
22													
23			✓	✓	✓		✓	✓	✓			✓	✓
24			✓	✓	✓		✓		✓			✓	✓
25				✓	✓		✓		✓			✓	
26			✓	✓	✓		✓		✓			✓	✓
27			✓	✓	✓		✓		✓			✓	✓
28			✓	✓	✓				✓			✓	✓
29													
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31													
32													

ATTITUDES:

	4	15	1	3	16	17	18	19	5	20	21	22	1X
1			✓	✓	✓		✓	✓	✓	✓		✓	✓
2	✓		✓	✓	✓		✓	✓	✓			✓	✓
3			✓	✓	✓		✓		✓			✓	✓
4			✓	✓	✓		✓	✓	✓			✓	✓
5					✓							✓	
6			✓	✓	✓		✓	✓	✓			✓	✓
7			✓	✓	✓		✓	✓	✓			✓	✓
8												✓	
9			✓	✓	✓			✓	✓			✓	✓
10			✓	✓	✓		✓		✓			✓	✓
11				✓	✓		✓		✓			✓	
12			✓	✓	✓		✓	✓	✓			✓	✓
13					✓							✓	
14			✓	✓	✓		✓	✓	✓			✓	✓
15				✓	✓				✓			✓	
16					✓							✓	
17			✓	✓	✓		✓		✓			✓	✓
18													
19			✓	✓	✓		✓	✓	✓			✓	✓
20					✓							✓	
21													
22				✓	✓				✓			✓	
23				✓	✓				✓			✓	
24				✓	✓				✓			✓	
25													
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31													
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TABLE 187
VARIETY STORES
HUMAN RELATIONS COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES

	4	15	1	3	16	17	18	19	5	20	21	22	1X
1		✓		✓	✓		✓		✓		✓	✓	
2		✓		✓	✓		✓		✓		✓	✓	
3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4		✓		✓	✓		✓		✓		✓	✓	
5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10		✓		✓	✓		✓		✓		✓	✓	
11		✓		✓	✓		✓		✓		✓	✓	
12	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
13		✓		✓	✓		✓		✓		✓	✓	
14	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
15		✓		✓	✓		✓		✓		✓	✓	
16	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
17		✓		✓	✓		✓		✓		✓	✓	
18		✓		✓	✓		✓		✓		✓	✓	
19													
20			✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
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27													

SKILLS:

	4	15	1	3	16	17	18	19	5	20	21	22	1X
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10		✓		✓	✓		✓		✓		✓	✓	
11					✓							✓	
12													
13		✓		✓	✓		✓		✓		✓	✓	
14	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
15	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
16	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
17					✓		✓					✓	
18		✓		✓	✓		✓		✓		✓	✓	
19		✓		✓	✓		✓		✓		✓	✓	
20		✓		✓	✓		✓		✓		✓	✓	
21	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
22	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
23	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
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ATTITUDES:

	4	15	1	3	16	17	18	19	5	20	21	22	1X
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2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4					✓		✓				✓	✓	
5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7		✓		✓	✓		✓		✓		✓	✓	
8		✓		✓	✓		✓		✓		✓	✓	
9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
11		✓		✓	✓		✓		✓		✓	✓	
12			✓	✓	✓	✓	✓	✓	✓			✓	✓
13		✓		✓	✓		✓		✓		✓	✓	
14		✓		✓	✓		✓		✓		✓	✓	
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16					✓		✓					✓	
17		✓		✓	✓		✓		✓		✓	✓	
18		✓		✓	✓		✓		✓		✓	✓	
19		✓		✓	✓		✓		✓		✓	✓	
20		✓		✓	✓		✓		✓		✓	✓	
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22					✓							✓	
23		✓		✓	✓		✓		✓		✓	✓	
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25												✓	
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27	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

TABLE 188
VARIETY STORES
MATHEMATICS COMPETENCIES

COMPETENCIES	KNOWLEDGES:													SKILLS:													ATTITUDES:												
JOBS:	4	15	1	3	16	17	18	19	5	20	21	22	1X	4	15	1	3	16	17	18	19	5	20	21	22	1X	4	15	1	3	16	17	18	19	5	20	21	22	1X
1				✓	✓							✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓			✓				✓	✓
2				✓	✓				✓			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓	✓				✓			✓	
3				✓	✓				✓		✓	✓																		✓	✓				✓			✓	
4				✓	✓				✓			✓				✓	✓	✓	✓	✓	✓		✓	✓	✓	✓					✓							✓	
5				✓	✓				✓		✓	✓				✓	✓	✓		✓	✓	✓	✓	✓	✓	✓			✓	✓	✓		✓	✓	✓			✓	✓
6				✓	✓				✓			✓				✓	✓	✓		✓	✓	✓			✓	✓				✓	✓				✓			✓	
7	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓			✓	✓													
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TABLE 189
VARIETY STORES
MERCHANDISING COMPETENCIES

COMPETENCIES	KNOWLEDGES:													SKILLS:													ATTITUDES:												
JOBS:	4	15	1	3	16	17	18	19	5	20	21	22	1X	4	15	1	3	16	17	18	19	5	20	21	22	1X	4	15	1	3	16	17	18	19	5	20	21	22	1X
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓		✓		✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2			✓	✓	✓		✓	✓	✓			✓	✓				✓	✓				✓			✓		✓	✓	✓	✓	✓		✓	✓	✓			✓	✓
3					✓							✓				✓	✓	✓		✓	✓	✓			✓	✓	✓	✓	✓	✓	✓		✓	✓	✓			✓	✓
4				✓	✓				✓			✓					✓	✓		✓		✓			✓					✓	✓				✓			✓	
5	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓				✓	✓				✓			✓						✓							✓	
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TABLE 190
VARIETY STORES
OPERATIONS AND MANAGEMENT COMPETENCIES

COMPETENCIES	KNOWLEDGES:													SKILLS:													ATTITUDES:											
JOBS:	4	15	1	3	16	17	18	19	5	20	21	22	1X	4	15	1	3	16	17	18	19	5	20	21	22	1X	4	15	1	3	16	17	18	19	5	20	21	22	1X
1					✓	✓						✓						✓	✓					✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2					✓	✓				✓	✓	✓						✓	✓				✓	✓	✓				✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
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7					✓	✓				✓	✓	✓						✓							✓			✓		✓	✓		✓		✓		✓	✓	
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9					✓	✓					✓	✓						✓	✓						✓			✓		✓	✓		✓		✓		✓	✓	
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12		✓			✓	✓	✓		✓		✓	✓						✓		✓					✓					✓	✓		✓		✓			✓	
13		✓		✓	✓		✓		✓		✓	✓			✓		✓	✓		✓		✓		✓	✓					✓	✓		✓					✓	
14		✓		✓	✓		✓		✓		✓	✓					✓	✓		✓					✓					✓	✓		✓					✓	
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18				✓			✓					✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓	✓				✓			✓	
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20				✓	✓		✓		✓			✓																✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
21	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓			✓	✓	✓			✓	✓			✓	✓
22	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓			✓	✓			✓	✓	✓		✓	✓	✓			✓	✓
23					✓							✓		✓	✓	✓	✓	✓				✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
24	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓												✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
25	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓								✓			✓		✓	✓		✓		✓		✓	✓	
26	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓												✓		✓	✓		✓	✓				✓			✓	
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28			✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓	✓						✓			✓						✓		✓					✓	
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TABLE 191
VARIETY STORES
PRODUCT AND SERVICE TECHNOLOGY COMPETENCIES

COMPETENCIES

KNOWLEDGES:

JOBS:

	4	15	1	3	16	17	18	19	5	20	21	22	1X
1			✓	✓	✓		✓	✓	✓			✓	✓
2			✓	✓									✓
3			✓	✓	✓		✓		✓			✓	✓
4	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓
5			✓	✓	✓	✓	✓	✓	✓			✓	✓
6	✓	✓	✓	✓	✓		✓	✓	✓			✓	✓
7	✓	✓	✓	✓	✓		✓	✓	✓			✓	✓
8			✓	✓	✓		✓	✓	✓			✓	✓
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TABLE 192
VARIETY STORES
SELLING COMPETENCIES

COMPETENCIES

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SUMMARY AND IMPLICATIONS

In this chapter, the critical tasks of workers in 12 selected jobs in Variety stores, the competencies needed to perform the tasks and a cross-tabulation of competencies required by workers in the 12 jobs were presented.

Data concerning the critical tasks were obtained through structured interviews with the employee in the job being studied and with the supervisor of this employee. Interviews were conducted in Richmond, Roanoke and Wytheville, Virginia. A Variety Store Advisory Committee assisted in identifying jobs in a two-step career continuum.

Competencies needed to perform the identified tasks were evaluated by paired distributive specialists. The competencies were clustered around the following areas: advertising, communications, display, human relations, mathematics, merchandising, operations and management, product and/or service technology and selling. In each area, the competencies were listed as knowledges and understandings, skills and attitudes.

The cross-tabulation of competencies shows common cores of competencies in each of the areas.

Although the primary purpose of this step of the research project was to provide a basis for decisions concerning the technical component of the distributive teacher education curriculum, the data should be useful to curriculum workers concerned with high school, post secondary and adult curriculums.

Recommendations for further research concerning the technical phase of the study are included in Chapter VI, Volume I.

DISTRIBUTIVE ADVISORY COMMITTEES

Department Stores:

Miss Katherine Bell, Corporate Training Director, Miller & Rhoads
Mr. Walter Judd, Training Director, Sears, Roebuck and Company
* Mr. Ray Killian, Vice President, Personnel, Belk Stores

Variety Stores:

* Mr. J. W. Edgerton, Public Relations Director, W. T. Grant Company
Mr. H. A. Spangler, Personnel Division, Training Department, G. C. Murphy Company
Mr. J. P. Walker, Assistant Personnel Director, Rose's

Service Stations:

Mr. Brice Cecil, Marketing Department, American Petroleum Institute
Mr. W. F. Hardaway, Sales Supervisor, Humble Oil Company
Mr. C. M. Tyler, Supervisor, TBA, Texaco

Food Stores:

* Mr. Lee Fulcher, Personnel Director, The Kroger Company
Mr. J. C. Lynd, Personnel Director, Winn-Dixie Stores
Mr. C. K. Scarborough, Personnel Assistant, Colonial Stores

Wholesaling Businesses:

Mr. John M. Hudgins, President and General Manager, Associated Grocers of Virginia
Mr. Leonard Starr, General Manager, Richmond Food Stores

Hotel/Motel & Restaurants:

Mr. John Kelley, Manager, Natural Bridge Hotel
Mr. Joel Krisch, President, American Motor Inns, Inc.
* Mr. Jack Moseley, Manager, Jefferson Hotel
Mr. John Shires, Manager, Ponce de Leon

COMMITTEE OF DISTRIBUTIVE SPECIALISTS

Mr. Richard L. Almarode, Director of Teacher Training, The Educational Institute, American Hotel & Motel Association
Mr. John Arn, Area Adult Instructor - Virginia
Dr. Raymond Dannenberg, Teacher Educator, Western Michigan University
Dr. Kenneth Ertel, Teacher Educator, University of Idaho
Mr. Kenneth L. Rowe, Teacher Educator, Arizona State University
Mr. Adrian Trimpe, Teacher Educator, Western Michigan University

* Also served on Committee of Distributive Specialists